

# LAS VEGAS 2020

MASTER PLAN

Diversity  
To  
multiculturalism

VISION

SMART  
growth



master plan

Reurbanization

Neighborhood  
Revitalization

Newly Developing Areas

Economic Diversity

Cultural Enhancement

Fiscal Management

Regional  
Coordination



Final Draft  
July 14, 2000

The City of Las Vegas Master Plan 2020  
was adopted by  
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September 6, 2000



# LAS VEGAS 2020 MASTER PLAN

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# PREFACE

The City of Las Vegas has experienced a 73 percent increase in growth over the last ten years, bringing its current population to approximately 465,000. By the year 2020, the population of the city is expected to increase to roughly 800,000. With this growth, air and water quality have declined. Las Vegans' journeys to work are longer and traffic is congested due to greater reliance on vehicles to get to and from work and to meet daily needs.

The city's Downtown and older areas are experiencing deterioration, disinvestment and higher rates of vacancies as new communities have been built on the fringes of the city's boundaries, creating isolated, walled neighborhoods and further dispersing higher income residents. The trend of inadequate housing Downtown where jobs are more abundant, and an insufficient number of jobs to support the growing population in newly developing areas, is expected to continue unless the city reshapes its



*Growth in the city during the 1990s included developments such as Desert Shores (foreground) and Summerlin, in the northwestern area of the city, shown here in 1997.*

future. How can growth be accommodated while enhancing the city's quality of life and livability?

For these reasons the City decided to undertake the preparation of a new Master Plan. The process incorporated a bottom-up, grass roots approach through the use of a large, diverse Steering Committee comprised of civic leaders, homeowners association groups, architects, engineers, land use attorneys and planners. This Steering Committee formulated a vision statement that helped

shape the preparation of the new Plan's goals, objectives and policies. A Technical Committee, comprised of City department heads and members of outside agencies, reviewed and refined the input from the Steering Committee.

The process also included two rather innovative efforts, a community vision survey and the application of a suite of GIS models designed to test land use allocation, traffic, air quality and property tax assessment changes. The survey was used to determine the community's level of concurrence with the concepts and strategies developed by staff, the Steering Committee and the Technical Committee to reshape the city's future. The modeling was used to determine the degree to which the new Plan's goals, objectives and policies would enable the city to accommodate growth while addressing air quality, traffic congestion and property assessments.

This Master Plan represents Phase I of the Master Plan project. This document forms the framework for the contents of a series of elements, special area plans and long-term land use designations, including a revised future land use map that are part of Phase II.



# BACKGROUND TO PLAN PROCESS

## INTRODUCTION

This Master Plan is entitled “The Las Vegas 2020 Master Plan”. This Plan is intended to provide a broad and comprehensive level of policy direction for future land use decisions and related aspects of corporate planning in the City of Las Vegas through the year 2020. The intent of the Plan is also to ensure that the City of Las Vegas is in compliance with the requirements of all applicable state laws.

Although a principal role of this document is to provide guidance to City staff, the Planning Commission and City Council in the determination of planning-related decisions, the Master Plan is also intended to act as a readable, handy reference to the development community and the general public.

The structure of the Master Plan is contained in four sections:

- A background section which explains the basis for the Master Plan and the methodology used for researching and preparing the Plan;
- A section containing a Vision Statement, which states goals, policies and objectives of each of the components of the Plan, and outlines the implications of full implementation of the Master Plan;
- A section containing a description of the land use classifications and overlays of the Plan; and
- A section which proposes the Implementation Methodology for the Plan.

Please note that references to the City of Las Vegas Administration are made using a capitalized “City”, whereas geographical references to the City of Las Vegas are made using the word “city”.

# OVERVIEW OF CITY GROWTH

## POPULATION TRENDS

The population of permanent residents of the city in 1999 was 465,050, or 35 percent of Clark County's total population (Figure 1). Figure 2 shows the population for all incorporated cities in Clark County. Map 1 illustrates the geographic location of the City of Las Vegas in relation to Clark County and the other Las Vegas Valley municipalities. The city's population increased by more than 93,000 in the 1980s. The city has grown by 196,720 since 1990, for an increase of 73.3 percent during the nine-year period. This numeric population change is second highest in the nation among all cities, second only to Phoenix. According to the U.S. Census Bureau, the city's percentage increase was 5th highest in the nation among cities with over 100,000 people. In fact, Las Vegas climbed the ranks of large cities in the U.S., growing from 63rd largest in 1990 to 37th by 1998.

Historically, more than 80 percent of the county's total population growth has come from net migration (in-migration minus out-migration) as the economy produces jobs that attract workers from other labor markets. The net migration rate for the city is similar to that of the County (Figure 3).

The city's population is distributed across the city at varying densities. Generally, the most densely populated areas are in the central Downtown, the Penwood/Arville area and along the U.S. 95 / I-515 corridor to the west and northwest (Map 2, showing population by traffic analysis zone). It is important to note that twice as many people live west of Decatur Boulevard as live east of Decatur Boulevard, and over 96 percent of the population growth over the next twenty years under the current trend is projected to occur in the west and northwest portions of the city. The city is expected to add over 300,000 people over the next 20 years for a 2020 projection of 760,000 to 800,000 people.

Figure 1

Population Growth

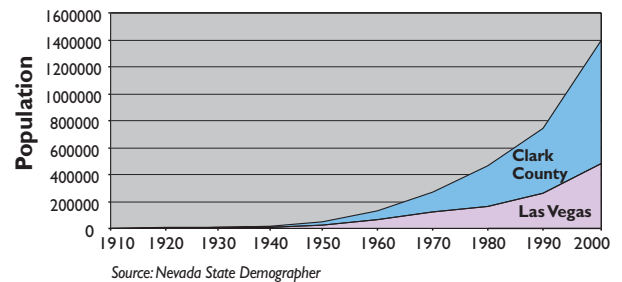


Figure 2

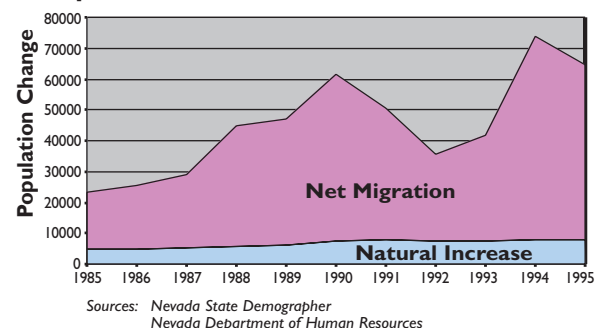
Population Growth in Clark County

	1990	1999	%Increase	Growth Rate
Boulder City	12,760	14,860	16.5	1.7
Henderson	69,390	177,030	155.1	11.0
Las Vegas	268,330	465,050	73.3	6.3
Mesquite	1,960	14,070	617.9	24.5
North Las Vegas	50,030	117,250	134.4	9.9
Unincorp. Clark County	367,810	555,280	51.0	4.7
Total Clark County	770,280	1,343,540	74.4	6.4

Source: Nevada State Demographer

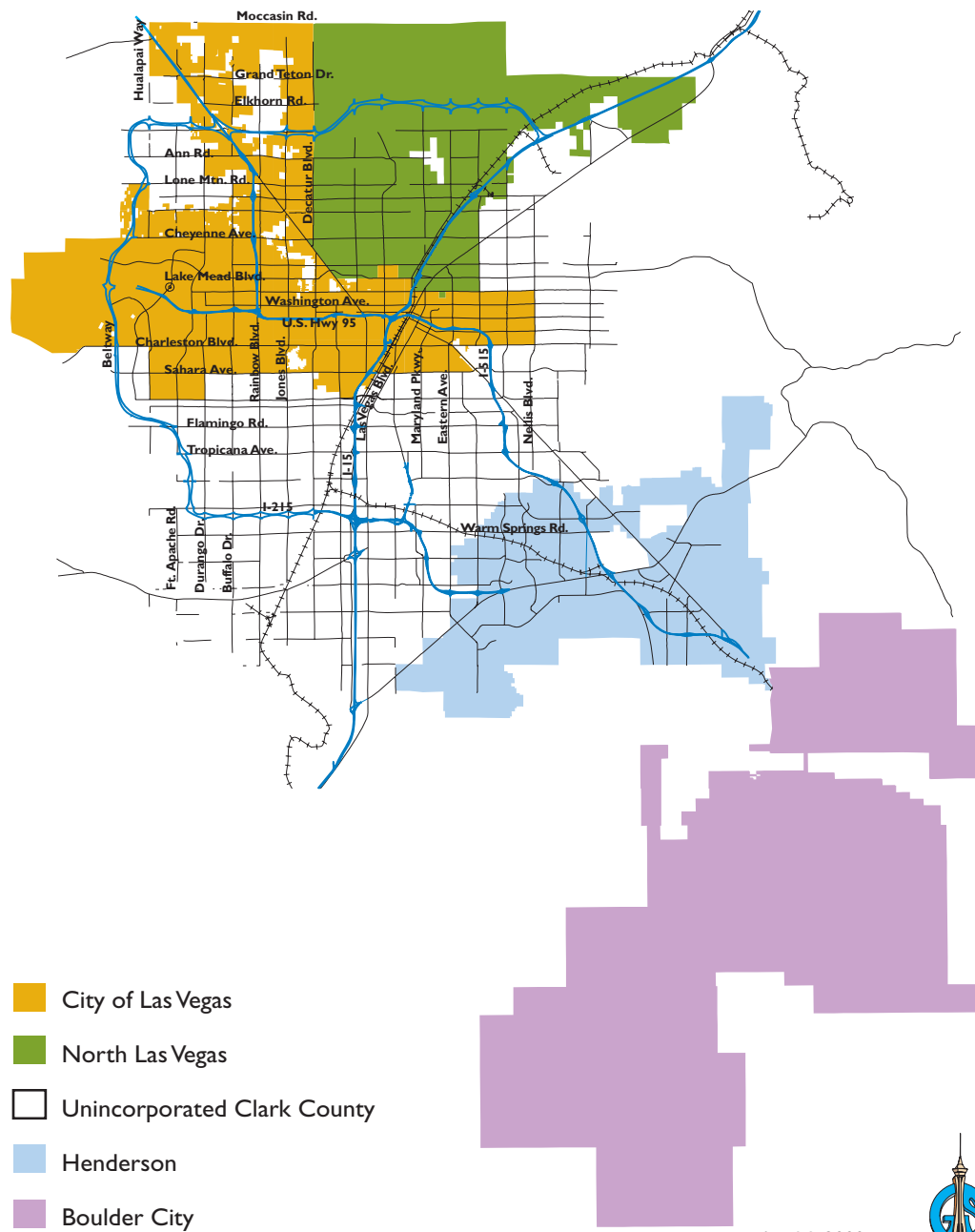
Figure 3

Components of Las Vegas' Population Increase



## Map I

# Jurisdictional Boundaries within the Las Vegas Valley



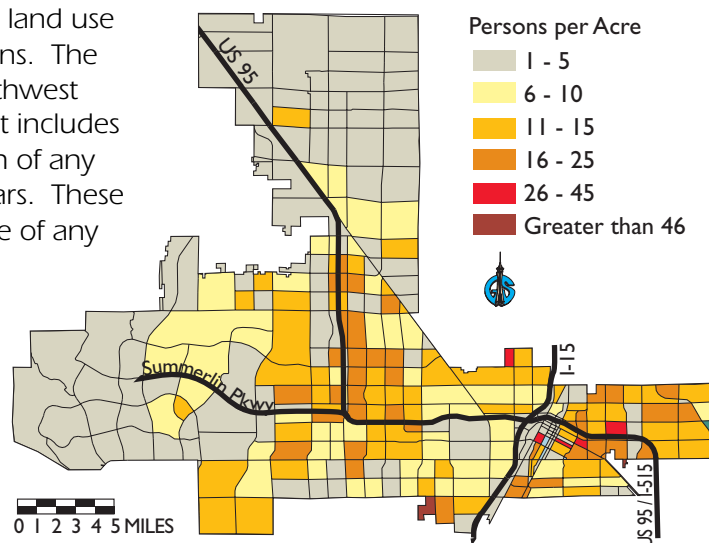
Map 3 shows by census tract where the growth has occurred in the city over the last nine years. As can be seen, the Downtown area, along with some older neighborhoods, have lost population since 1990, primarily as a result of increasing vacancies and transitioning land use from residential to office or commercial functions. The high growth areas are Summerlin and the northwest portion of the city. In fact, the census tract that includes Summerlin had the greatest population growth of any census tract in the nation over the last nine years. These trends are projected to continue in the absence of any policy intervention.

Age distribution has been shifting in favor of school age children (ages 5 - 17) and seniors (65+) during the 1990s, although all age categories gained population (Figure 4). The City of Las Vegas is part of the Clark County School District, and has 50 elementary schools, 13 middle schools, 7 high schools and 2 advanced academies within its limits. The School District has a high school dropout rate of 9 percent compared to 4.5 percent nationally. As of 1998, seniors comprised just over 10 percent of the population, while school age children made up nearly 20 percent. Both categories nearly doubled in population during the 1990s. There were 40,000 more school age children in 1998 than in 1990, and 25,000 more seniors. In comparison, there were 110,000 more people between the ages of 18 and 64, and 13,000 more toddlers (under age 5).

## HOUSING TRENDS

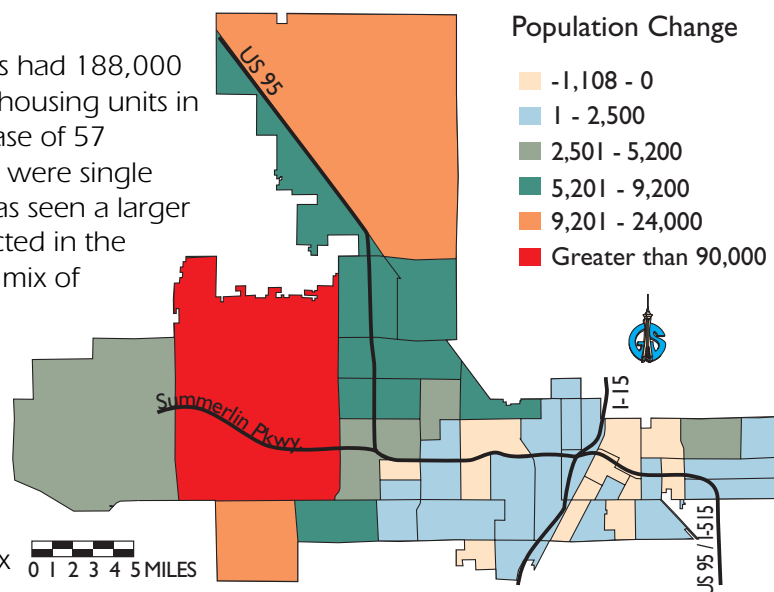
As of July 1999, the City of Las Vegas had 188,000 housing units. There were 68,152 more housing units in the city than in 1991, for an overall increase of 57 percent. In 1999, 56 percent of the units were single family dwellings, reflecting a trend that has seen a larger share of single family units being constructed in the city (Figure 5). In 1991, for example, the mix of single family to multi-family units was 51 percent to 46 percent (the remaining three percent are manufactured housing). The trend towards more single family homes is expected to continue as the majority of units that will be constructed in the northwest and southwest will have a single family to multi-family mix of 80/20 and 60/40, respectively.

**Map 2**  
**City of Las Vegas**  
**Population Density (1999)**



Source: City of Las Vegas Planning and Development Dept.

**Map 3**  
**City of Las Vegas**  
**Population Change (1990-1998)**

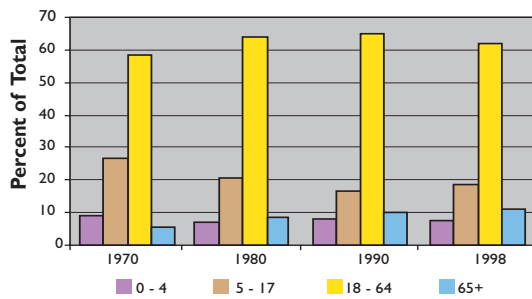


Source: City of Las Vegas Planning and Development Dept.

Although the majority of residents in the Las Vegas Valley have housing, a 1999 study by the University of Nevada, Las Vegas, found that there were 6,707 homeless persons in the Las Vegas Valley, 3,932 of whom lived in the City of Las Vegas.

A continued shift in housing unit types to single family forms has implications for future traffic patterns. For example, single-family detached housing units typically have more persons per household, more vehicles, and generate more trips. Single-family households generate more trips for shopping, education, work and generally running family members to and from various activities. Achieving an improved jobs/housing balance, along with having a greater mix of housing types and greater socio-economic diversity in households will help to alleviate traffic congestion for the city and throughout the Las Vegas Valley. According to the Federal Highway Administration, Nevada has one car for every 1.8 persons. If this number holds for the city, there are roughly 260,000 registered automobiles belonging to city residents.

**Figure 4**  
**Age Distribution Within Las Vegas**

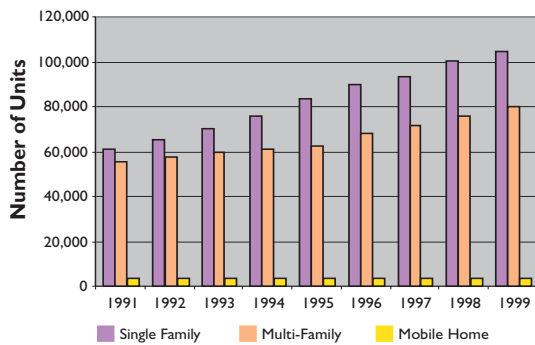


Source: U.S. Census Bureau

## ECONOMIC TRENDS

Gaming and tourism have been the key industries in Las Vegas for more than 60 years, and are the principal drivers of employment growth across all major industrial sectors. Las Vegas, as a whole, is an economy that relies heavily on service industries, which account for 45 percent

**Figure 5**  
**Housing Units Within Las Vegas**



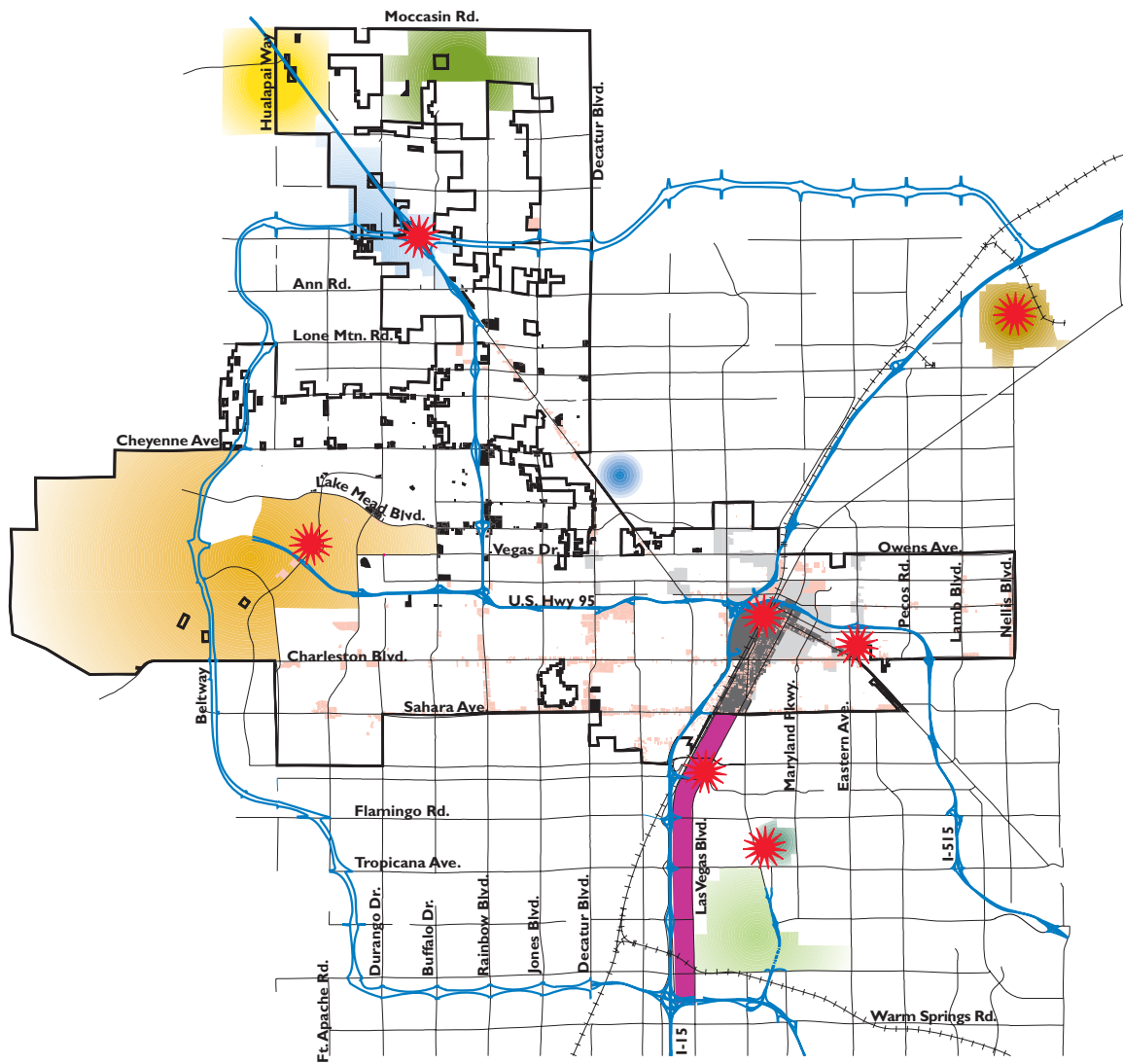
Source: City of Las Vegas Planning and Development Dept.



*Summerlin, the fastest selling master planned community in the nation, has been a key area of city growth.*

Map 4

# City Land Development Patterns



- City of Las Vegas Commercial Areas
- Downtown
- Floyd Lamb State Park
- Kyle Canyon
- McCarran International Airport
- Nellis Air Force Base
- North Las Vegas Air Terminal
- Redevelopment Plan Area
- The "Strip"
- Summerlin North & West Planned Communities
- Town Center
- University of Nevada Las Vegas
- Current City of Las Vegas Boundary
- Employment Nodes



April 1, 2000

0 1 2 3 4 5 MILES

Source: City of Las Vegas Planning and Development Dept.



of the total Las Vegas Metropolitan Statistical Area (MSA) employment. Of that, 57 percent is in hotel/gaming and recreation (HGR) services. In fact, more than 26 percent of the total work force is employed in HGR. The Las Vegas MSA includes Clark and Nye Counties in Nevada and Mohave County in Arizona. The vast majority of Las Vegas MSA employment is in the Las Vegas Valley. Map 4 illustrates the pattern of city land development and shows major employment nodes.

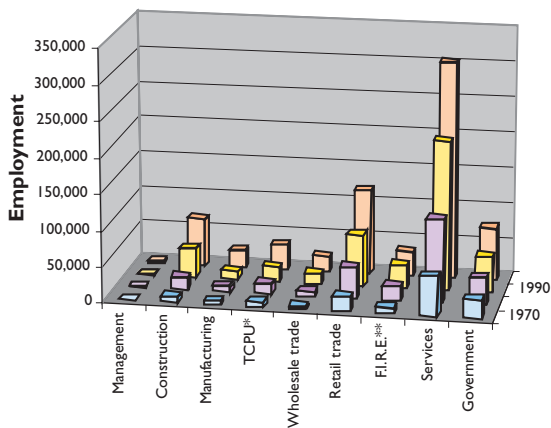
There were 33.8 million visitors to the Las Vegas Valley in 1999, compared to 21 million in 1990. According to the Las Vegas Convention and Visitors Authority, 60 percent of visitors to the Las Vegas Valley visited Downtown and 12% stayed in Downtown hotels. The additional visitors have been accommodated by the development of 46,564 hotel rooms in the Las Vegas Valley during the 1990s, for a 1999 total of 120,294 rooms. The development in hotel properties, in turn, has been the driving force behind residential and commercial development in the City of Las Vegas and throughout the Las Vegas Valley.

Las Vegas has attempted to diversify its economy to become less reliant on HGR. Employment in the manufacturing sector, though relatively small, has more than doubled since 1990, compared with zero to negative growth nationally. The construction industry, which may be an example of growth feeding on growth, has shown employment gains of 85 percent since 1990 and now makes up 10 percent of the total workforce (Figure 6).

The gaming industry has provided a steady employment base for Las Vegas. For the most part, unemployment in the MSA has remained below the national rate. This is due primarily to the rapid expansion in hotel/casinos and mega-resorts. Local experts calculate that for each new hotel room, one job is created within the hotel, and one and one-half jobs are created outside the hotel, for a net gain of 2.5 jobs per hotel room. This multiplier effect creates demand for businesses that support the hotels, as well as businesses that support the growing population.

**Figure 6**

**Employment by Sector Within Clark County**



Source: Department of Employment, Training and Rehabilitation, State of Nevada

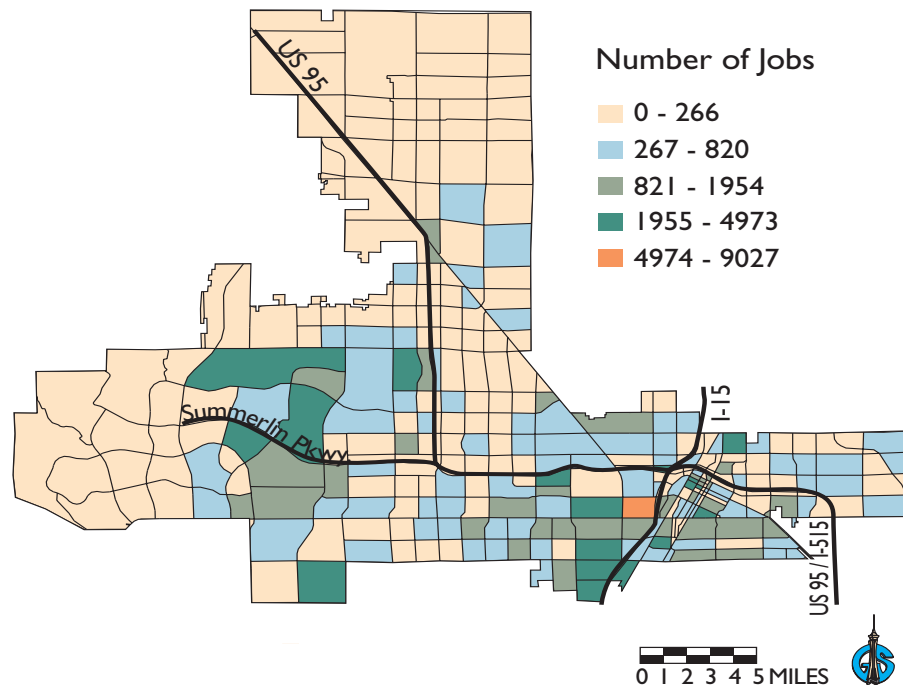
\*TCPU - Transportation, Communications and Public Utilities

\*\*F.I.R.E. - Finance, Insurance and Real Estate

Between 1980 and 1990, the county workplace experienced change. Overall, the participation in the labor force changed little, going from 70.2 percent to 70.6 percent, according to the U.S. Census Bureau. But during the decade, the share of women in the labor force increased by seven percent, while male participation decreased by four percent. Overall, minority participation increased during the 1980s. The increase was driven primarily by the increased participation of African-American and Hispanic women. It is expected that the 2000 census will reveal that these trends continued through the 1990s.

It's estimated that 28 percent of the jobs in the Las Vegas Valley are in the City of Las Vegas (source: City of Las Vegas Planning and Development Department). The majority of city employment is in the Downtown area and in Summerlin in the western portion of the city (Map 5). The dispersion of employment throughout the city can help improve the jobs / housing balance, increase commuting traffic that goes against the major flow of traffic coming into the business core, and ultimately improve traffic congestion throughout the city. Based on current trends, the Northwest Town Center is projected to capture a large share of the city's future employment growth, along with Summerlin and the Downtown office core.

**Map 5**  
**City of Las Vegas**  
**Jobs by Traffic Analysis Zone (TAZ) - 1999**



Source: City of Las Vegas Planning and Development Dept.

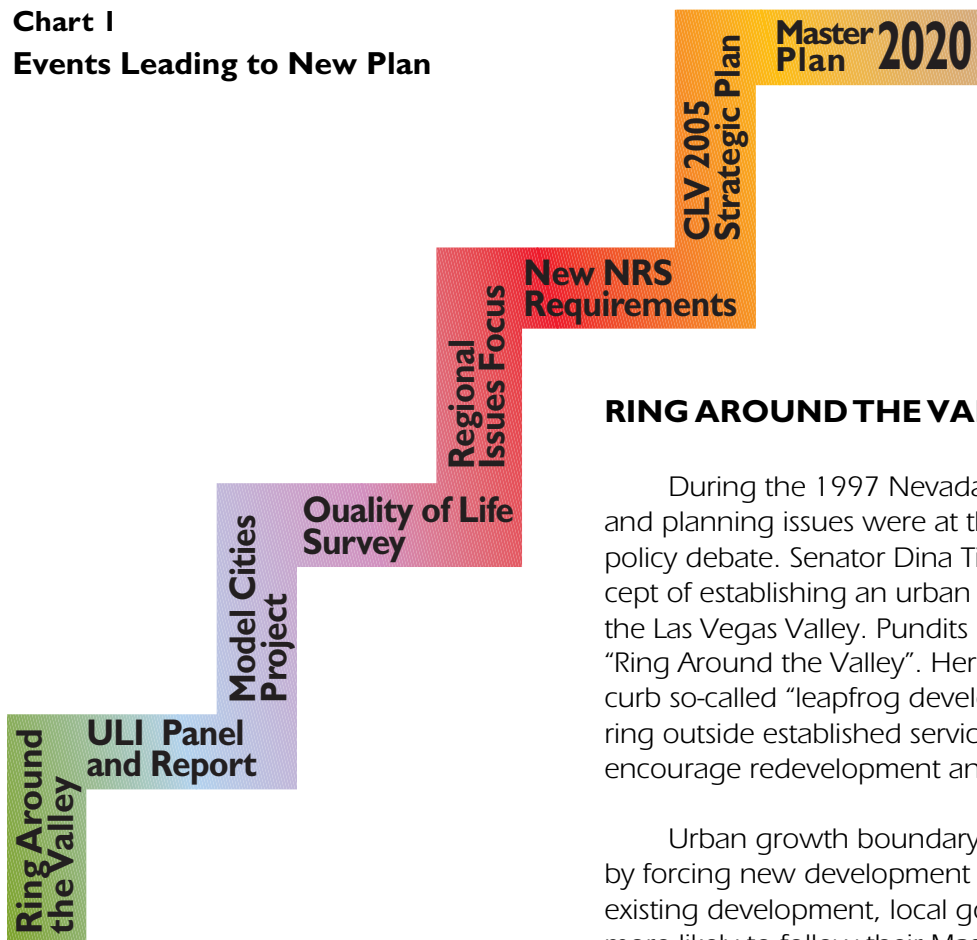


## WHY A NEW MASTER PLAN?

The City's General Plan was last rewritten in 1992. The tremendous increase in population and employment growth that has occurred in the Las Vegas Valley, particularly in the last ten years, has rendered the current General Plan inadequate. Plans for city services and infrastructure need to be based on accurate demographic and employment forecasts for timely implementation.

In particular, a number of events have occurred over the 1998/1999 time frame, which point to the need to revisit the 1992 General Plan (Chart 1). These are discussed in some detail in the following sections.

**Chart 1**  
**Events Leading to New Plan**



### RING AROUND THE VALLEY

During the 1997 Nevada State Legislature, growth and planning issues were at the forefront of the public policy debate. Senator Dina Titus introduced the concept of establishing an urban growth boundary around the Las Vegas Valley. Pundits dubbed her proposal the "Ring Around the Valley". Her intention was to begin to curb so-called "leapfrog development" that was occurring outside established service boundaries, and also to encourage redevelopment and infill development.

Urban growth boundary proponents argued that, by forcing new development to be contiguous with existing development, local governments would be more likely to follow their Master Plans, and as importantly, to time capital improvements to meet the needs of growth and development in an orderly and efficient manner. Opponents argued that the growth boundary was an infringement into local government issues, and would increase land costs and ultimately inflate housing prices. Furthermore, they argued, the Las Vegas Valley already had a defacto growth boundary in the form of the Bureau of Land Management's disposal boundary.

Assemblywoman Chris Giunchigliani also introduced the idea of establishing a regional planning authority for the entire Las Vegas Valley during the 1997 legislative session. A compromise with Senator Jon Porter and others did establish the Southern Nevada Strategic Planning Authority. The SNSPA, consisting of some 28 entity, community and business leaders, set out on a two year course to identify common needs and concerns, review existing entity plans and documents, and create a regional planning agenda. The SNSPA delivered its report and recommendations, including the formation of a permanent regional planning authority, to the 1999 Nevada Legislature. (See Regional Issues section on page 18.)

## ULI PANEL AND REPORT

An interlocal agreement between the Valley entities resulted in a request to the Urban Land Institute to form an advisory panel, which convened in October 1997. The membership of the panel consisted of a range of business and development interests, educators and others. The outcome of this panel session was a report entitled “Livable Las Vegas: Managing Growth in the Las Vegas Valley”, produced in 1998. This report contained a series of recommendations aimed at improving the overall livability of the region.

The recommendations of the panel stressed the importance of building strategic leadership as a means of formulating and achieving a vision for the future. The panel also highlighted the importance of ensuring that an adequate amount of land and water are available to support the anticipated levels of development. The panel identified the need to build on strengths within the community in order to maintain a vital economy and foster a livable community.

The panel also suggested that the Valley entities need to focus on adding value to the core quality of life components and on improving the valley economy. Finally, the panel endorsed a smart growth approach to future development. The policies of the Master Plan are oriented to achieving the recommendations as set out in the ULI report.

*ULI Advisory Panel, collecting public input, 1997.*



## MODEL CITIES PROJECT

The Model Cities Project was a study of four western cities recognized for their livability and business climate: Seattle, Portland, San Diego and Phoenix. The purpose of the study was to evaluate the opportunities and threats facing the city as it considered alternative planning policies to address regionalism, growth and quality of life. The City sent staff members to meet with business leaders, developers, elected officials and public sector officials and learn from their experiences working within a regional planning framework, and to better understand the pros and cons of various growth management strategies.

In November 1997, a report was delivered to the Mayor and City Council. The following recommendations are contained in the report:

- Develop long-term community goals through extensive public participation and community visioning;
- Develop a growth strategies framework to achieve the goals identified by citizens and community leaders;
- Create an implementation plan that incorporates attainable funding strategies;
- Create benchmarks to monitor progress and provide a continuous feedback loop to decision-makers; and
- Continue to enhance urban design and aesthetic standards that assist developers in revitalizing older neighborhoods and creating new neighborhoods of enduring values.

As a follow-up to the Model Cities Project, a series of six town hall meetings were held to discuss growth and planning in Las Vegas. Among the more than five hundred town hall attendees who participated in a survey, more than two-thirds felt that the pace of development in the Valley has detracted from quality of life. However, less than one-third wanted to slow growth, the remainder agreed that City policy should accommodate growth and over 80 percent felt a regional planning agency would be most effective in addressing growth issues.

## QUALITY OF LIFE SURVEY RESULTS

A survey was conducted in February 1999 by the City of Las Vegas in conjunction with researchers from the University of Nevada, Las Vegas. The purpose of the survey was to provide information on a range of quality of

life issues facing Valley residents. The results of this survey were published in October 1999, and provided residents' opinions on the quality of their neighborhoods, the factors most important to their quality of life, on whether quality of life is improving or declining, which elements are the most important to improve, and which elements residents are willing to pay more for through taxes.

The results of this statistically accurate survey focused on air, water, traffic and crime as major issues. These issues have been factored into the development of this Master Plan, to ensure that quality of life issues are addressed throughout the Plan.

## REGIONAL ISSUES

The timing of this Master Plan is in line with regional efforts which have been underway for some time, and which will be concluding in 2002.

In 1997, approval of Senate Bill No. 383 by the Nevada State Legislature established the Southern Nevada Strategic Planning Authority (SNSPA). The mandate of the SNSPA was to:

- Identify and evaluate the needs of Clark County relating to its growth;
- Prioritize the objectives and strategies relating to the growth of Clark County; and
- Recommend to the 70th session of the Nevada Legislature strategies for meeting the growth needs and objectives of Clark County.

In 1998, the SNSPA completed a report, which, among other things, recommended the formation of a regional planning authority in the Las Vegas Valley. As a result, the Southern Nevada Regional Planning Coalition (SNRPC) was created by interlocal agreement among the Valley entities in October 1998, and received formal legislative standing, authority and mandates in May 1999. This body is comprised of representatives of all the municipal entities in the Valley, as well as representatives from other utility and service providers in the Valley.

The SNRPC has been vested with the responsibility of preparing a regional plan by March 2001. Consultants were approved in March 2000, and began work on this regional plan. It is anticipated that this regional plan will focus on land use issues, infill development and the development of public facilities.

*Regional solutions will be necessary to address such things as traffic and air quality issues.*



The City must ensure that its policies with regard to regional issues are adequately reflected in the Master Plan, and that the policies of the Master Plan, representing contemporary thinking on these matters, can be incorporated directly into the regional planning framework currently being developed.

A host of issues have come to light both before and during the preparation process of the Master Plan that will require a regional perspective to address. These include the roadway and transportation network, which is an amalgam of local, county and state initiatives and funding responsibilities, and the full development and integration of a seamless Valley-wide transit system, including provisions for a high-volume, high-speed fixed guideway to connect the Downtown and major urban hubs across the Valley.

The issues of good air and water quality are common concerns of local residents. Regional solutions will be necessary to address these issues, whether it is control of particulate matter generated by inadequate land clearing and construction practices, reduction of engine emissions or ensuring that water quality remains high and supply remains plentiful and inexpensive. The Master Plan contains a policy framework that sets the stage for the resolution of these issues at a regional level.

## **NEVADA PLANNING REQUIREMENTS (Nevada Revised Statutes, Chapter 278)**

During the 1999 session of the Nevada State Legislature, bills were passed that resulted in changes to state planning law, which had ramifications on comprehensive planning for the City of Las Vegas. State law now requires a mandatory land use component within a master plan, in addition to the previous mandatory elements of population, conservation and housing.

Since the city's 1992 General Plan already contained a land use component, this change in state law was not significant; however, the approval of "rural preservation neighborhood" legislation by the state had a profound effect on how these areas are to be recognized and protected. The state requires that groups of ranch estate housing that meet certain criteria be protected from intrusion from higher density urban residential development through the establishment of substantial buffer areas around these enclaves. The intent is to use these buffers

as areas in which a transition from urban to rural densities can be achieved.

The Master Plan will offer protection to these rural preservation areas as mandated by state legislation. There is, however, a sunset provision on rural preservation neighborhood legislation that expires in 2004. This issue should be revisited at that time to determine if a shift in policy to allow for further urban expansion into these areas is appropriate.

## **CITY'S STRATEGIC PLAN GOALS FOR 2005**

A major focus of the new Master Plan is to reflect the recommendations contained in the City of Las Vegas Strategic Plan 2005. This Strategic Plan is the annual blueprint for future corporate activity by the City. This Plan is the result of the development of a series of major policy initiatives, as envisioned by the City's senior management team, with input and direction from the members of City Council.

The City of Las Vegas Strategic Plan 2005, as approved by City Council in January 2000, is directed to four major initiatives:

- Growth;
- Quality of Life;
- Reurbanization; and
- Fiscal Responsibility.

Specifically, the Strategic Plan 2005 calls for a revised and updated Master Plan that integrates current policy direction on a range of land use issues. In particular, the need to revitalize the city's core and the need to stabilize the older neighborhoods surrounding the Downtown are key directions that are emphasized in the Strategic Plan 2005, particularly through the development of more Downtown housing. It is crucial that redevelopment is fostered on vacant and underutilized sites within these areas, primarily focused on residential market-rate development. This resident population will be the needed catalyst to bring a range of retail and service commercial uses into the Downtown core.

The Strategic Plan also calls for needed infrastructure improvements to be carried out within the older portions of the city. These infrastructure investments, some of which may be funded in conjunction with new develop-

ment, will aid in the improvement of investor confidence to bring new residential and mixed-use projects to the Downtown and adjacent areas.

Another important policy set, which is referenced in the Strategic Plan, is the need to respond to current traffic problems and the identification and planning of future transportation needs. These issues will need to be resolved within both a local and a regional context, and will require broad level policy direction through the Master Plan.

The Strategic Plan also calls for improved opportunities for economic diversification within the City of Las Vegas. Although there is no doubt that gaming and tourism will remain the principal components of the local economy, there is a need to explore the opportunities to bring other economic sectors into the city. In particular, there may be opportunities in the further development of a fledgling local film industry, and of high technology sectors such as internet providers and computer support technologies.

Public outreach and stakeholder participation were identified in the Strategic Plan as vital components of a successful master planning exercise. Later sections of this Plan show how the development and approval process used for the new Master Plan incorporated innovative techniques to obtain a wide range of public comment and participation.



# EXPLANATION OF PLAN PROCESS

The following sections explain the structure and role of the Master Plan, and the methods that were used to compile input and feedback to the development and completion of the Plan. These components were essential to prepare a Master Plan that identified and responded to issues of common concern.

## CAPSTONE ROLE OF MASTER PLAN

This document is intended to provide broad solutions through a series of goals, objectives and policies. The strategy is to provide direction within the Master Plan, which will drive the preparation and contents of a series of elements, special area plans and long-term land use designations.

The elements will deal in depth with specific issues such as parks, housing, public safety and conservation. The special area plans will address areas with unique local land use, development and design issues, such as the Downtown, the Northwest Town Center and West Las Vegas, within specific geographical boundaries. The long-term land use designations will refine the current system of land use categories to provide a broad level of policy direction within the Master Plan.

The capstone strategy allows City Council to set broad directives for future development through the Master Plan. The subsequent direction contained in the individual elements, in the special area plans and in long-term land use designations allows City Council to consider selected issues within this broad policy context and to ensure that more specific policy direction on these issues or for these areas is provided in keeping with the overall broad policy structure as established in the Master Plan (Chart 2).

**Chart 2**  
**Master Plan Preparation Phases**





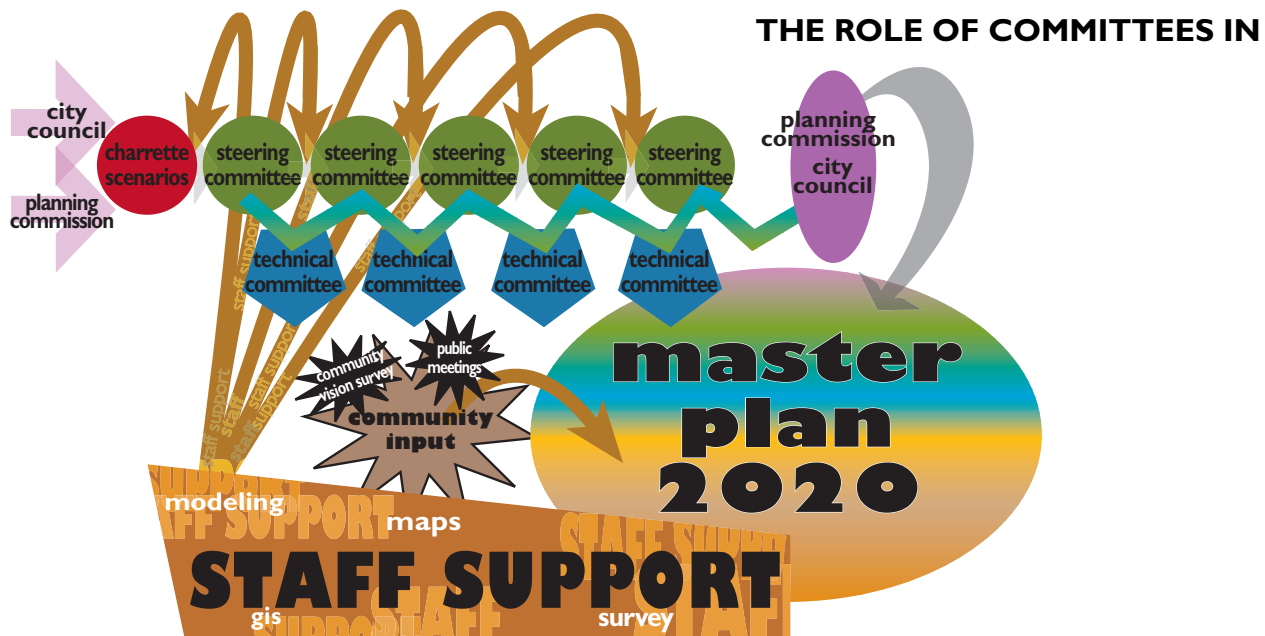
## PHASING OF MASTER PLAN COMPONENTS

The overall program for the Master Plan process consists of two phases. Phase One included the research, preparation and approval of this Master Plan document. The intent was to produce a framework of broad directives, in the form of goals, objectives and policies, which could guide the city's growth during a twenty year planning horizon.

It was recognized that a broad policy framework does not provide the level of specificity necessary to guide all aspects of the growth and development of a large, complex and rapidly growing city; however, it was critical to get agreement in a policy context on the overall direction for managing and directing future growth through the Plan period. Once consensus was achieved at the macro level, more detailed planning will then be conducted to fill in the broad framework.

This is the role of Phase Two of the Master Plan process. Specific elements addressing other potential planning issues mandated through state statute will then be prepared. Phase Two will allow for the identification of areas warranting the preparation of special area plans, and the research, preparation and approval of such plans. Phase Two will include the preparation of a revised future land use map, to address and eliminate the issues posed by the current land use scheme. Finally, Phase Two will identify and initiate a detailed implementation program for the Master Plan.

**Chart 3**  
**Master Plan Process**



## THE DEVELOPMENT OF THE MASTER PLAN

The Master Plan process and scope of work was developed during the summer of 1999. After presentations to Planning Commission and City Council in September 1999, these bodies endorsed the commencement of a nine-month work program (Chart 3). A detailed work program schedule is found in Appendix C to this Plan.

It was decided that a committee structure would offer an efficient and effective means of input and feedback on the development of the policy framework. A large 52-member Steering Committee was appointed by City Council to guide the Plan preparation process. This Steering Committee was comprised of representatives of a broad range of stakeholder and interest groups across the City. This group not only represented development, realty, business and professional interests, but also represented homeowners' associations and members with specific environmental, cultural and religious views and concerns.

The Master Plan Steering Committee met to formulate responses to issues, to develop a vision to drive the Plan process, to consider alternative strategies prepared by Planning and Development Department staff in response to the Plan Vision, and to provide input on the direction and content of the Master Plan goals, objectives and policies. The in-depth participation from the members of the Committee was a critical component in the effort to prepare a long-range plan that was responsive to the identified needs and aspirations of the community.

A Technical Committee was also formed to complement the activities of the Steering Committee. The Technical Committee was comprised of senior members of City departments, as well as representatives of utility agencies, the Regional Transportation Commission, Regional Flood Control, the Metropolitan Police Department and the Clark County School District. The Technical Committee's role was to assess the strategies developed through the Steering Committee and determine the implications on existing municipal and agency programs, and to provide

*Steering Committee members working in break out sessions to draft vision statement, November 3, 1999.*



*Planning staff working with the Technical Committee to review the Steering Committee's draft vision statement, November 15, 1999.*



advice based on technical considerations, during the preparation of the Master Plan.

Although the roles of these committees conclude at the time of final approval of the Master Plan, it is anticipated that some of their members, particularly the Steering Committee, will be asked to serve on working subcommittees that may be necessary to address specific aspects of the implementation phase. These aspects may be topical in nature (e.g. a housing subcommittee) or may address a geographically defined issue (e.g. future development of the Kyle Canyon/U.S. 95 corridor).

The important point to note is that this approach allowed information regarding the Master Plan proposals to be quickly dispensed and circulated among a wide range of interest groups and authorities, and for feedback on these proposals to be received by the staff assembling the Master Plan in a very effective manner. In the case of the Steering Committee, this allowed the staff to draft a Master Plan using information generated by the community itself.

## SCENARIO DEVELOPMENT

Early in the plan preparation process, it was determined that there were a number of strategic approaches or scenarios for future development that had significant value and should factor into the city's long-range planning. In order to fully develop and evaluate these scenarios, a one-day charrette was conducted by the Planning and Development Department in October 1999.

A "charrette" is an intensive short-term exercise or workshop, derived from an evaluative process developed in European architectural schools in the 18th century, in which designs or proposals are presented, discussed and critiqued in a group setting. The charrette conducted for evaluation of potential Master Plan scenarios involved staff from a range of City departments and local agencies.

The attendees were asked to self-select into groups and to have each group develop a conceptual scenario. The broad concepts that provided the basis for these scenarios were developed by staff prior to the charrette. The scenarios that were considered were:

- An urban core reinvestment (Downtown-oriented) scenario;

- A scenario focused on Northwest sector growth, including the future Beltway;
- A mass-transit oriented scenario;
- A decentralized nodal scenario, with growth focused at nodes located at the intersections of primary roads; and
- A “triad” scenario, with growth focused on the Downtown, Town Center and Summerlin areas - each area having a different emphasis among government, business and entertainment functions.

The groups presented their ideas for each scenario, and there was group discussion regarding the merits and drawbacks of each scheme. Following the charrette, staff worked to compile the positive aspects of all the scenarios into a composite scenario. The five scenarios and the composite scenario were then presented to the Steering Committee, where the Committee critiqued the proposals in break out sessions. The scenarios were also presented to the Technical Committee for review and comment. Staff then revised the composite scenario based on the input from the two committees.

The composite scenario was an important development in the overall Master Plan process because it was able to illustrate where shifts in land use policy would be necessary to accomplish the overall vision of the Master Plan.

The composite scenario led to the formulation of two types of policy sets in the Master Plan. The first type are those aimed at three geographic areas: the Downtown, which is addressed through a Reurbanization Strategy, the central city area, which is addressed through a Neighborhood Revitalization Strategy, and the Northwest, which is addressed through a Newly Developing Areas Strategy in the Master Plan (Map 6). The second type of policy set are those which apply city-wide, and include: Economic Diversity, Cultural Enhancement, Fiscal Management and Regional Coordination.

*Participants in initial design charrette of October 14, 1999, discussing future development scenarios.*



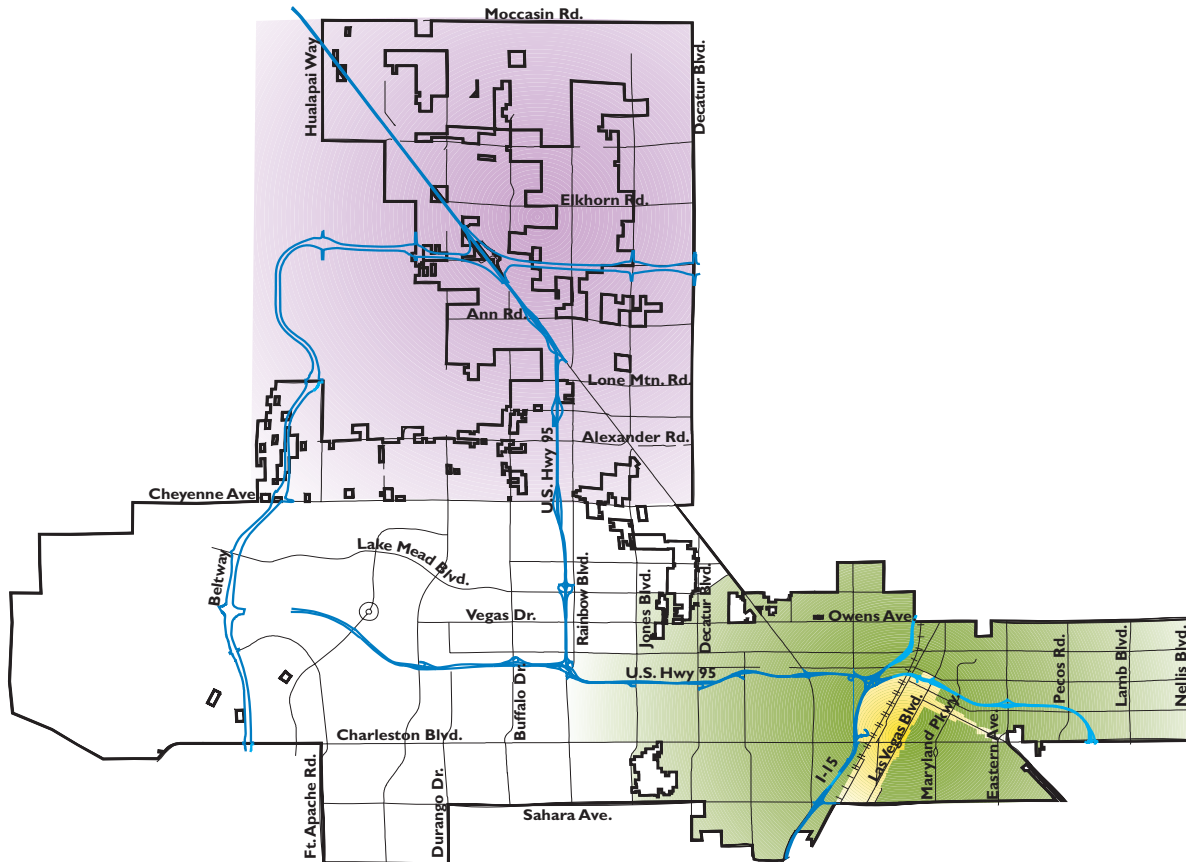
## COMMUNITY VISION SURVEY

It was determined that a survey would be a reasonable and efficient method of obtaining public opinion on a range of land use and urban design issues which had come to light through early committee discussions and through general planning practice.

Many of the questions were based on ideas raised by the ULI panel, in the Quality of Life Survey, and in the

Map 6

# Master Plan 2020 Geographic Strategy Areas



- Reurbanization Area
- Neighborhood Revitalization Area
- Newly Developing Area
- Current City of Las Vegas Boundary

0 1 2 3 4 5 MILES

Source: City of Las Vegas Planning and Development Dept.



April 1, 2000



charrette; the challenge lay in the administration of a survey that would reach a representative cross-section of the local population, collating the results, and inputting this information into the planning process early enough in the planning process for these results to have a meaningful impact on the development of policies.

The principal vehicle for the delivery of the survey was the internet. The Planning and Development Department created a dedicated website, discussed in greater detail below under “Public Outreach Components”, which allowed access to the survey.

Using the firm of Looney Ricks Kiss, Inc., from Princeton, N.J., and Community Planning and Research from Seattle, WA, consultants who had been involved with the early development of the concept of community visioning surveys in the U.S., and who have pioneered the administration of such surveys using computer technology, a survey was developed to ask a total of 52 questions on the following topics:

- Downtown Redevelopment;
- Neighborhood Revitalization;
- Transitions and Buffers;
- Commercial Corridors;
- Walkable Neighborhoods; and
- Mass Transit.

A number of questions sought to obtain demographic information about the respondents. The survey consisted largely of a series of images, in which the respondent was asked to select his or her preferred image from a group of images, which he or she felt best addressed a particular issue. There were also some text-only opinion questions.

The survey was administered on the website, in both English and Spanish, from January 21, 2000 to March 10, 2000. In addition, a series of six public meetings were held to allow members of the public who may not have had access to a computer, to participate in the survey. Also, surveys were distributed to the public with postage-paid return envelopes at a number of neighborhood meetings held by several City Council members during February and March 2000. Finally, surveys and return envelopes were distributed to the city’s 25 leisure and arts centers for general community access.

*The introductory page of the Community Vision Survey, as it appeared on the World Wide Web from January 21, 2000 to March 10, 2000.*



credit: Looney Ricks Kiss, Inc. and Community Planning and Research

In total, 763 surveys were completed. The full results of this exercise are reported in Appendix A to this Plan. The responses generally supported the initiatives which were being concurrently developed through the committee process. Most people:

- were in favor of safe, affordable Downtown housing;
- wanted Downtown park space;
- felt that mixed-use development was acceptable;
- preferred neighborhoods that allowed for walks to parks, shopping and transit; and
- supported the use of strong urban design controls to foster a vibrant and interesting urban fabric.

These results, in part, led to the development of distinct geographic strategies, including a reurbanization goal, which encourages redevelopment of the Downtown, a neighborhood revitalization goal which would incorporate denser mixed-use redevelopment within older areas and a goal encouraging walkable, transit-friendly suburban development.

While the results of this survey cannot be considered to be scientifically representative, as those completing the survey were not selected randomly, the survey does provide a meaningful insight into the views of those interested enough in the future of the city to invest at least fifteen minutes of their time in completing the survey. This process was intended to provide yet another perspective on the development and review of long-range policies.

By the time the survey results were fully tabulated, some initial work had been done on the development of the goals, objectives and policies of this Plan. The results of the community vision survey served to:

- validate a significant portion of the policy framework developed to that point;
- provide direction for modifying the policy structure; and
- added insights for additional policy development within the emerging Plan.

As such, the survey results were a direct source of public input to the Plan that provided a valuable counterpoint to the policy structure being developed through the work of the Steering Committee.

## GIS MODELING OF MASTER PLAN

A major criticism of broad-level, long-range policy development is that there is much uncertainty as to the outcome of these policies, if they are implemented, after a period of ten or twenty years. In preparing this Master Plan, a suite of computer models assisted in predicting policy outcomes, and helped to determine if policy interventions would in fact achieve their intended results.

Research was conducted to determine if there was an existing model in place which could be used to test the proposed land use policy sets, or if a new model would have to be developed. Fortunately, the Clark County Regional Transportation Commission (RTC) was in the final stages of developing a model, which was suitable for the purpose. The RTC graciously offered to provide the model, and training, to the City for testing of the draft land use policy sets of the Master Plan. A full report on the outcome of this testing process is contained in Appendix B to this Master Plan.

The RTC's model is called the Small Area Allocation Model (SAAM). It tests the attractiveness of land for development using a grid of small areas (in this case, traffic analysis zones, or TAZs, were used). The user is able to go into the model and establish control totals for population, housing or employment within specific TAZs. These totals are then subtracted from the overall totals in the model. When the model is run, it redistributes the net overall totals within the remaining TAZs based on the attractiveness indicators within the model.

The benefit of this model is that it was developed with a Valley-wide database, so that any changes to City policy can be tested in a Valley-wide context. This much more accurately reflects reality than an exercise which only looks at the city in isolation. This is particularly significant in the Las Vegas setting, where the geographical inter-relationships of the municipal entities in the Valley cannot be ignored.

With the aid of the firm of GIS/Trans, Ltd, from Torrance, California and Dr. Eric

*Land use and transportation models were used to test the Master Plan's proposed growth strategies.*





Heikkila of the University of Southern California, a baseline was created to test the continuance of the existing policy framework; in other words, in the absence of future policy intervention, the baseline projection attempted to identify the likely pattern of growth and development in the Valley over the next twenty years.

Then the three strategies, which evolved through the committee process, were tested through the model; these were the Downtown Strategy, the Neighborhood Revitalization Strategy and the Newly Developing Areas Strategy. The assumption was that the initiatives contained within these strategies would be fully realized. The model would then project the levels of growth in population, housing and employment that would result. Further, the model would determine how the resultant growth would be spatially distributed across the County within the TAZ structure.

These strategies were then applied to a transportation model (TRANSCAD) and an air quality model (MOBILE 5) to determine the long-range effects on mobility and pollution within the Valley.

Although the three land use strategies were modeled separately and are discussed in detail in Appendix B, it was the simultaneous modeling of the three strategies (composite strategy) in comparison to the baseline strategy, which yielded the most interesting results. In the baseline model, city growth declined over the Plan period, with a progressively greater proportion of new growth going southward into Clark County. The baseline model contained virtually no redevelopment, and the central city area lost commercial share and declined in residential population.

In the composite strategy, however, which entails a significant jump in Downtown housing and employment, some striking increases in these sectors occur in some of the transitional areas near the Downtown. Secondly, although areas like Summerlin grew predictably, they grew at slightly slower rates than in the baseline, with strong rates of new growth in the Northwest Sector, particularly around Town Center.

Perhaps the most significant results were in the transportation area, where the composite strategy showed markedly lower traffic congestion levels on the primary road network, than that displayed for the baseline model; this meant that the composite created less traffic congestion, even though it contained a greater share of Valley-wide population growth than the baseline strategy.

The final step in this modeling process was to project these results through the City's new Fiscal Impact Assessment (FIA) Model, so that the marginal costs of public services and improvements could be considered. The intent is to be able to link service levels with the cost of new development or redevelopment.

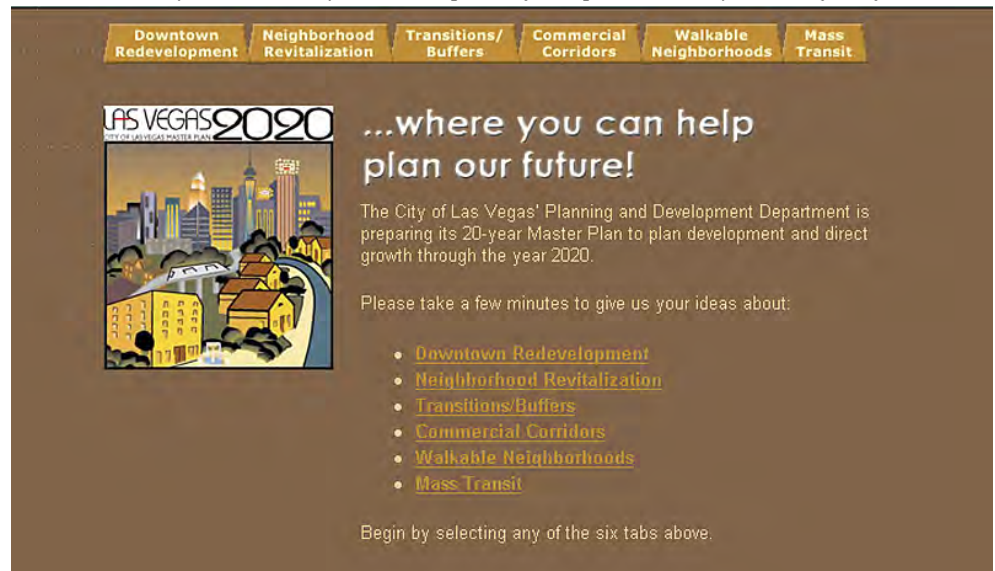
Long term use of this FIA model will allow the City to compare the public costs for services and facilities necessary for new development, and to determine if the revenues generated by that new development would cover those added marginal costs. If not, then the choice may be to increase general taxes, or to reduce service levels. In either case, the City will be better equipped to consider the long-range implications of future development and redevelopment.

## PUBLIC OUTREACH COMPONENTS

The need to obtain public input and commentary is vital to the success of any comprehensive planning program. To achieve this end, the steps taken started with the formation of a Steering Committee which was representative of a wide range of business interests, including the real estate and development industries, homeowners' associations and various social, environmental and cultural interests.

In addition to representing many organized groups within the Las Vegas community, the Steering Committee was convened as a public body and was subject to open

*The Community Vision Survey asked the public for input on the key issues of the future.*



*credit: Looney Ricks Kiss, Inc. and Community Planning and Research*

meeting law. This meant that every meeting was officially advertised, and was open to comments and questions from the floor.

The community vision survey, which was conducted from January to March 2000, also offered another opportunity for significant public input. The fact that this survey was offered in Spanish, both via the internet and as handouts at a series of public meetings, indicated the desire to ensure that the large Spanish-speaking community in Las Vegas had a chance to voice its views.

The principal vehicle for access to the community vision survey was a dedicated website developed by the Planning and Development Department. In addition to providing this access, the website offered valuable information regarding the plan process, the schedule of work accomplished to date, agendas and minutes from the committee meetings, and answers to frequently asked questions. This website also provided contact information for those wishing to contact the Master Plan team members. This website was hot linked to the City's own intranet site, to the commercial Vegas.com site, and to the home page of the Clark County Comprehensive Planning group.

The Master Plan project was the subject of feature segments on the "City Beat" show on the City's own television station, KCLV. These segments have aired a number of times since December 1999. There were also numerous press releases to the media at key points during the plan preparation process.

Lastly, presentations were made on the Master Plan during the plan preparation process at a number of neighborhood meetings sponsored by members of City Council. During the approval phase of the Master Plan, a number of public presentations dealing directly with the Master Plan were also conducted. On June 5, 2000, a joint Planning Commission/City Council workshop was held to discuss the draft Plan to date. This was an open meeting, and members of the public were in attendance to share their views regarding the Plan. Of course, the meetings of the Planning Commission and City Council at which the Master Plan received final approval were also advertised public meetings.

All of these steps linked together during the entire plan preparation process to create an ongoing commitment to provide a full public outreach effort, giving all sectors of the public an opportunity to participate in the process and have their voices heard in creating a comprehensive vision for the future of Las Vegas.

Poster advertising public meetings for the Community Vision Survey.



# VISION STATEMENT

Early in the Plan preparation process, the Master Plan Steering Committee developed a Vision Statement. This Vision Statement is intended to guide the direction and emphasis of the goals, objectives and policies of the Master Plan.

The Vision Statement for the Las Vegas 2020 Master Plan is as follows:

**the master  
plan 2020  
vision  
is:**

By 2020, Las Vegas will become a multi-cultural and diverse community where people and families are our top priority, where we can live and grow together in safe and distinctive neighborhoods. Our people will achieve their highest potential in education, employment, business, recreation, and arts and culture. We will have a fully developed sense of pride in our desert environment, our history, our community, our future and our variety of citizens while promoting a high and sustainable quality of life and economy for all.

**LAS VEGAS 2020**  
CITY OF LAS VEGAS MASTER PLAN

# FOCUS OF THE MASTER PLAN

The goals, objectives and policies of the Master Plan center on several themes. These themes, which were developed based on consensus among the Steering Committee, Technical Committee and planning staff represent the aspirations of Las Vegasans that will require long-term planning commitments to realize.

These themes are Reurbanization, Neighborhood Revitalization, Newly Developing Areas, Economic Diversity, Cultural Enhancement, Fiscal Management and Regional Cooperation.

*Steering Committee reviewing the draft vision statements which were synthesized into Master Plan themes, November 3, 1999.*



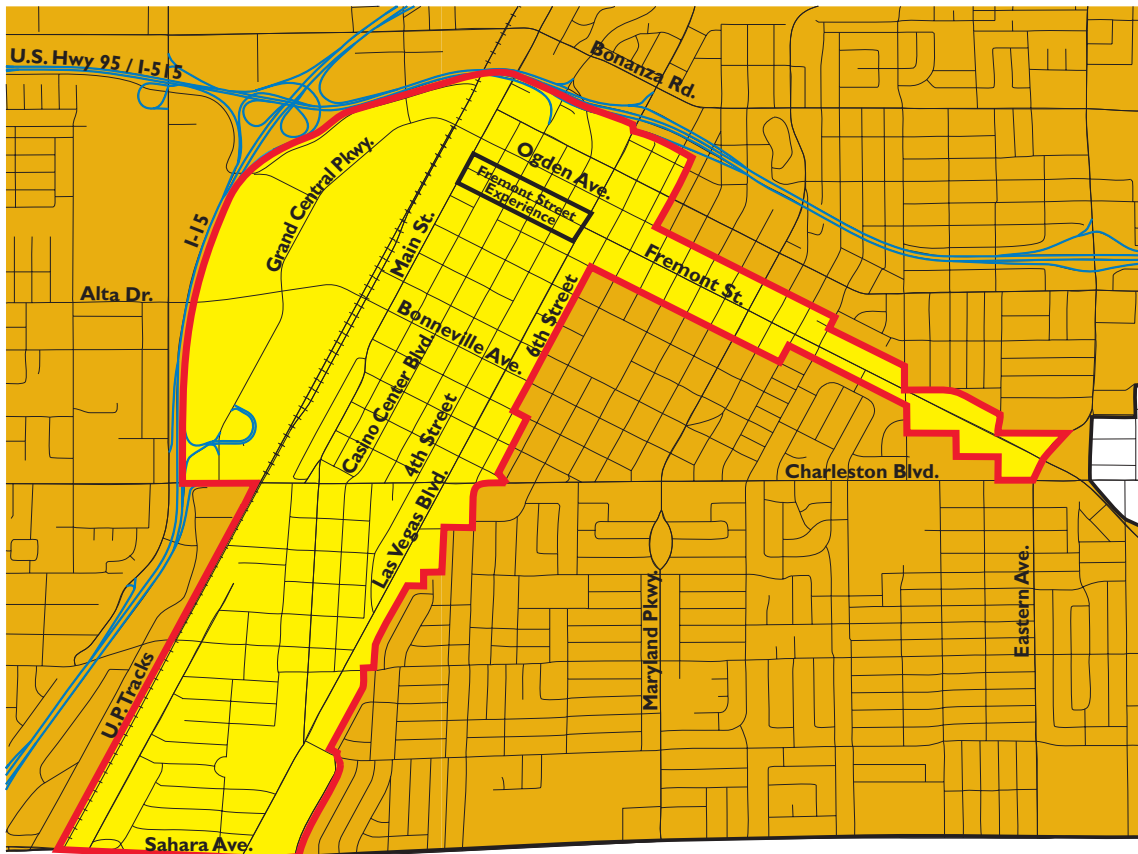


# REURBANIZATION

Simply put, reurbanization means creating a vibrant, urban environment at the core of the city where people choose to live, work, and play. Establishing a mix of housing along with shops, parks, and educational and cultural amenities is the key to the City's redevelopment efforts. Urban housing will provide a steady client base for services and shops, entertainment and restaurants, allowing Downtown to become a cultural and economic center for the entire community. Map 7 illustrates the boundaries of the area affected by reurbanization policies.

Map 7

## Downtown Reurbanization Area



Reurbanization[Downtown Centennial Plan] Area

Other City of Las Vegas Lands

Unincorporated Clark County

0 .5 1 MILE

Source: City of Las Vegas Planning and Development Dept.



Dec 3, 2003

GOAL 1: The Downtown area will emerge as the preeminent hub of business, residential, government, tourism and gaming activities in the City of Las Vegas and as a major hub of such activities in the Las Vegas Valley.

OBJECTIVE 1.1: To develop a significant housing component within the Downtown area, which will act as a catalyst for the establishment of a range of retail and service commercial uses to serve Downtown residents.

POLICY 1.1.1: That a series of Districts with distinctive edges and themes be established. Examples of such emerging themes that should be encouraged are an Arts District, the Downtown South District, the Northern Strip District and the Office Core District.

POLICY 1.1.2: That each of these Districts (with the exception of the office core and areas reserved for gaming functions) should have a residential component.

POLICY 1.1.3: That new market rate, multi-unit, mixed-use residential development be encouraged on vacant or underutilized sites. Such projects should include a ground floor commercial component, where appropriate.

POLICY 1.1.4: That safe, affordable and mixed-income residential development continue to be developed within the Downtown area.

OBJECTIVE 1.2: To improve the livability of the Downtown through the creation of a series of safe, attractive and interesting public open spaces and non-vehicular routes to connect these open spaces and other major Downtown activities.

POLICY 1.2.1: That each District be focused around a central open space, park, public facility or landmark which lends identity and character to that District.

POLICY 1.2.2: That a major civic square, open space or park be developed in the central business/government district core, to serve as a focal point for the city and contribute to the identity, functionality and amenity of the Downtown.

POLICY 1.2.3: That all Downtown parks and open spaces be linked with non-vehicular corridors or routes. These routes may incorporate a theme, and should be readily identifiable through sidewalk treatments, signage, lighting, landscaping and other techniques. Enhanced streetscapes should be developed along selected corridors. The intent is to foster a safe, pleasant and convenient pedestrian environment. The City will promote the use of public/private partnerships to develop Downtown open space.

POLICY 1.2.4: That the City promote facade enhancements and other amenities through the use of improvement districts and other means.

POLICY 1.2.5: That the City improve the quality and appearance of signage through review, amendment and consistent application of its Sign Code.

POLICY 1.2.6: That the City encourage street vendors as a means of improving the pedestrian environment.

POLICY 1.2.7: That the City develop a specific set of urban design requirements that are applicable to Downtown Las Vegas in order to improve the aesthetics and appearance of private development and of public projects in the Downtown area.

OBJECTIVE 1.3: To recognize the role of gaming, tourism and entertainment as a principal focus of Downtown Las Vegas, while at the same time to expand the role of other commercial, government and cultural activities in the Downtown core.

POLICY 1.3.1: That the Fremont Street Experience continue to be the focal point for tourist and gaming activities within the Downtown. An important secondary node for existing and future tourist and gaming activities should be the area north of Sahara Avenue and south of St. Louis Avenue, west of Las Vegas Boulevard.

POLICY 1.3.2: That new retail and service commercial development be encouraged within the Downtown to serve the emerging housing market. In particular, this development should be weighted towards restaurants, retail shops, and service businesses intended to serve local residents as well as the tourist market.

POLICY 1.3.3: That the role of the Downtown as the preeminent center of government activities in the Las Vegas Valley be continued and strengthened.

POLICY 1.3.4: That the Las Vegas Redevelopment Plan continue to be used as a means of promoting the development of the Downtown as the regional center for finance, business, and governmental services, entertainment and recreation, while retaining gaming and tourism.

OBJECTIVE 1.4: To retain, where viable, historical structures which represent the architectural, cultural and social legacy of the City of Las Vegas.

POLICY 1.4.1: That the buildings within the greater Downtown area which have been identified on the City's inventory of historic structures be adaptively reused where financially viable. Flexibility in terms of the reuse of these buildings should be encouraged, provided that the reuse does not have undesirable impacts on surrounding sites.



POLICY 1.4.2: That the City develop guidelines for reuse of historical structures, including the scope of modifications and the use and extent of exterior business signage.

OBJECTIVE 1.5: To bring cultural, entertainment and sports facilities that will draw patrons from across the Las Vegas Valley to the Downtown area, to provide another dimension to the attraction of Downtown Las Vegas.

POLICY 1.5.1: That the City pursue the development of a performing arts center within the Downtown area.

POLICY 1.5.2: That the City explore the potential viability of a major sports entertainment center for the City of Las Vegas.

POLICY 1.5.3: That an Arts District be promoted as a center of cultural and arts activities within the Downtown.

POLICY 1.5.4: That entertainment activities, such as movie theaters and live performing arts, be developed within the Downtown, to serve both a local and regional population.

OBJECTIVE 1.6: To provide high quality transit service including integrated bus and rapid transit, which serves the Downtown and which connects the Downtown with other employment, entertainment and shopping nodes within the Valley.

POLICY 1.6.1: That the City cooperate with the Regional Transportation Commission, other Valley entities, other levels of government and private sector investors to develop fixed guideway transit systems.

POLICY 1.6.2: That the phasing of any guideway route be prioritized to connect the Downtown and the Strip, and subsequently to connect Downtown to the McCarran Airport, Northwest Town Center and Summerlin areas.

POLICY 1.6.3: That the City support efforts to develop a mag-lev train system between Downtown Las Vegas and Southern California, connecting points in between to the extent feasible.

OBJECTIVE 1.7: To ensure that educational and training opportunities appropriate to the population and workforce in the Downtown are developed. Such educational opportunities are intended to apply to grades K-12, as well as colleges, universities, and trade and vocational schools.

POLICY 1.7.1: That the City cooperate with regional and private educational institutions to bring education providers, as well as other technical, vocational and other appropriate training providers into Downtown campus locations, while encouraging a diversity of higher education.

OBJECTIVE 1.8: To ensure that the needs of the homeless are addressed in a manner which is compatible with the other long range objectives for the Downtown.

POLICY 1.8.1: That the City support policies and programs related to addressing the needs of, and reducing the number of, the local homeless population.

POLICY 1.8.2: That the City coordinate its homeless activities with all other involved Valley entities, in order to arrive at regional solutions where appropriate.

POLICY 1.8.3: That the City identify and evaluate the core issues that create a homeless population, and attempt to address those issues to the extent possible.

# NEIGHBORHOOD REVITALIZATION

Neighborhood Revitalization embodies a strategy of halting and reversing the decline of some older areas, which have been affected by a range of social ills or impacted by a shift in the land use base. These may be neighborhoods which require improvements in infrastructure, or which have seen increases in property crime, vandalism and graffiti. These neighborhoods may be experiencing greater amounts of through traffic and noise than in the past; the rapid growth of the city can be most directly felt in its mature neighborhoods.

The Master Plan seeks to stabilize and improve these areas that form the heart of the community, protect them from the intrusion of non-residential land uses, and where a transition to incompatible non-residential activities is underway, to integrate these uses in a sensitive and attractive manner. A key component of neighborhood

revitalization is the redevelopment of declining commercial centers or vacant land into mixed-use urban hubs, creating a walkable and interesting urban environment. Map 8 shows the area which is the focus of neighborhood revitalization strategies.

*Mayor Oscar B. Goodman and his staff participating in the March 14, 2000 Steering Committee meeting.*



GOAL 2: Mature neighborhoods will be sustained and improved through appropriate and selective high quality redevelopment and preservation.

OBJECTIVE 2.1: To focus residential reinvestment on transitional sites within the central city area at densities that support mass transit usage.

POLICY 2.1.1: That mixed-use residential/commercial developments occur on sites currently occupied by declining commercial centers or vacant land.

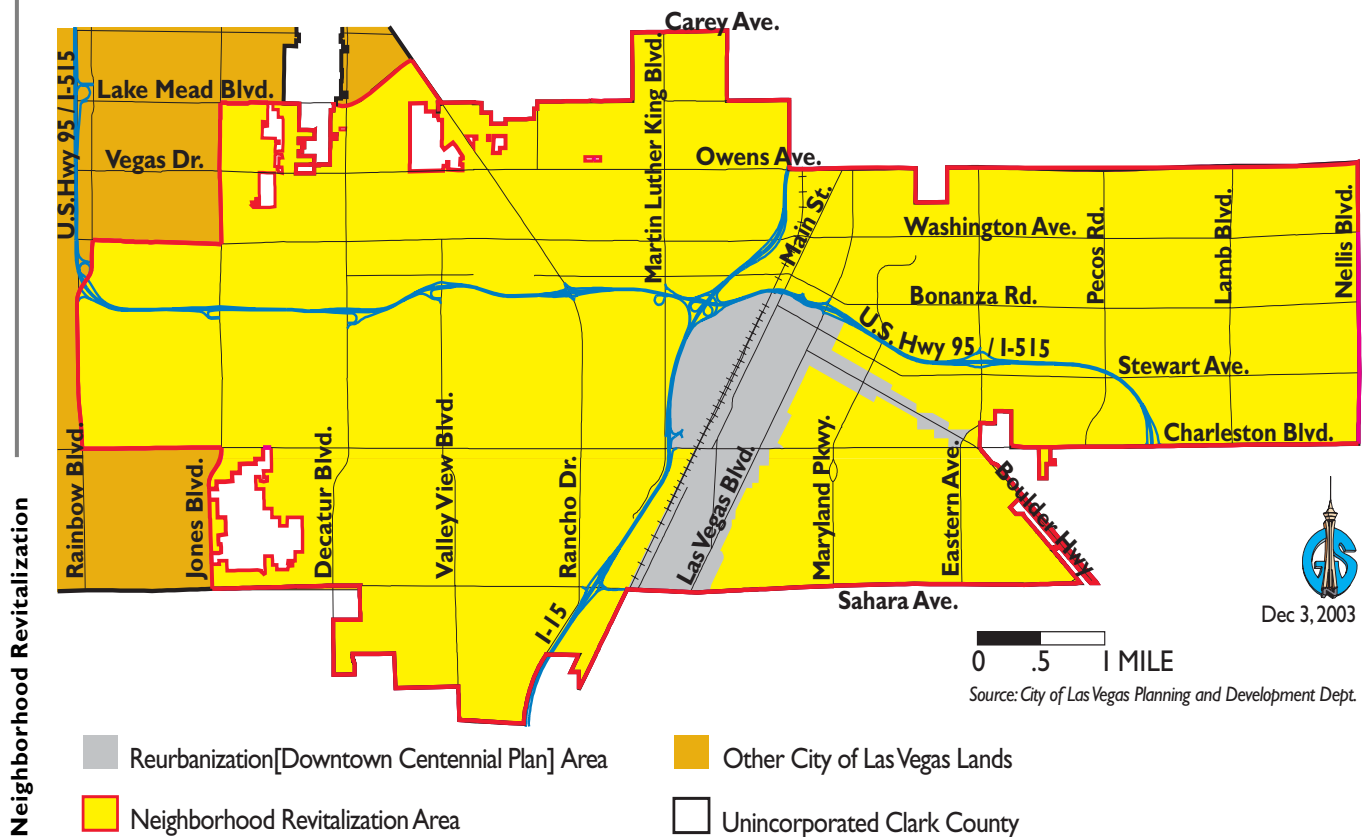
POLICY 2.1.2: That development on vacant or underutilized lots within existing residential neighborhoods be sensitive in use and design to surrounding development.

POLICY 2.1.3: That urban hubs at the intersections of primary roads, containing a mix of residential, commercial and office uses, be supported.

POLICY 2.1.4: That new commercial development be designed in a walkable and non-vehicular friendly manner, providing shelter from sun and wind, with outdoor seating areas and other amenities and parking areas located away from the street.

Map 8

## Neighborhood Revitalization Area



POLICY 2.1.5: That neighborhoods be encouraged to revitalize through a variety of incentives, which may include accessory apartments and relaxation of setback requirements where offset with enhanced landscaping in areas deemed appropriate.

POLICY 2.1.6: That, where feasible, neighborhoods be distinguished from one another through urban design elements, lighting, or landscaping features, or other community focal points which are unique to each neighborhood.

POLICY 2.1.7: That the demand for transportation services be reduced by improving the balance between jobs and housing and by creating options for people to live and work within walking or cycling distance of their place of work.

POLICY 2.1.8: That the concept of walkable communities with porches and neighborhood amenities, be promoted in areas of residential reinvestment.

OBJECTIVE 2.2: To ensure that low density residential land uses within mature neighborhoods can exist in close proximity to higher density residential, mixed-use, or non-residential land uses by mitigating adverse impacts where feasible.

POLICY 2.2.1: That any higher density or mixed-use redevelopment which is adjacent to lower density residential development incorporate appropriate design, transition, or buffering elements which will mitigate adverse visual, audible, aesthetic and traffic impacts.

POLICY 2.2.2: That senior citizens' and assisted living housing be encouraged to develop, both to meet the needs of community residents who wish to age in place in their neighborhoods, and as a means of increasing residential densities in these areas.

POLICY 2.2.3: That design standards be adopted to address the need for transitions between different kinds of urban land uses.

OBJECTIVE 2.3: To prepare, adopt and implement special area plans (Map 9) and neighborhood plans where more detailed planning is needed. These special area plans shall conform to and implement the Master Plan and address land use and other issues specific to that area. Neighborhood plans shall be prepared in conformance with the neighborhood planning process.

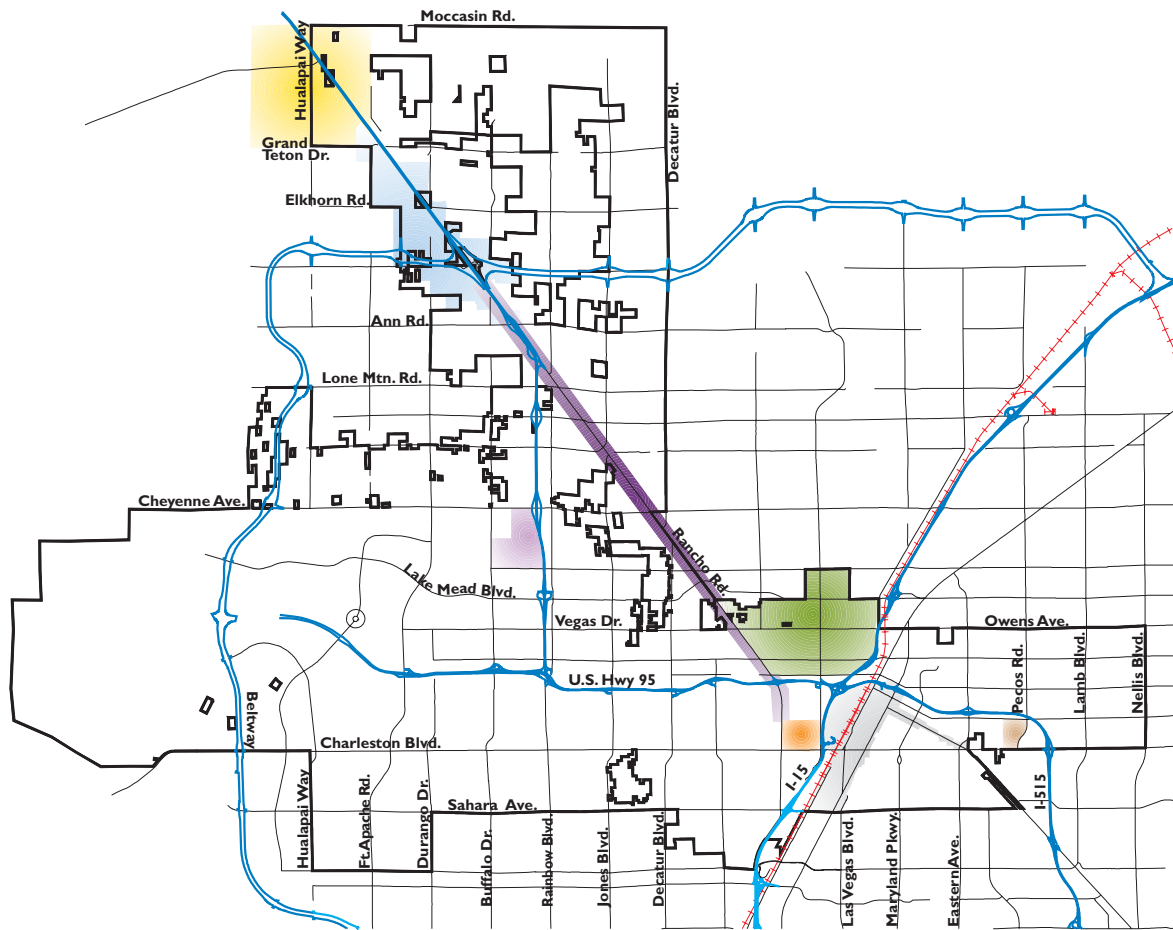
POLICY 2.3.1: That the Downtown Centennial Plan, in conjunction with appropriate neighborhood plans, such as the Downtown Neighborhood 2000 Plan, provide such direction for Downtown.

POLICY 2.3.2: That a West Las Vegas Plan provide such direction for West Las Vegas and adjacent areas.

POLICY 2.3.3: That a Medical District Plan provide such direction for medical facilities and support services for area hospitals and their adjacent residential neighborhoods.

Map 9

# Special Area Plans



- Downtown Centennial Plan
- Kyle Canyon (Potential Special Area Plan)
- LV Medical District Plan
- LV Technology Park
- Spectrum Business Park
- Town Center Plan
- West Las Vegas Plan
- Rancho Corridor (Potential Special Area Plan)
- Current City of Las Vegas Boundary

0 1 2 3 4 5 MILES

Source: City of Las Vegas Planning and Development Dept.





POLICY 2.3.4: That historic districts provide such direction to preserve the architectural heritage of Las Vegas.

POLICY 2.3.5: That special area plans be prepared for other areas of the city where appropriate.

POLICY 2.3.6: That a beautification upgrade of the Rancho Drive corridor be considered by the City to support its anticipated future role as the location of a major transit corridor, greenway and pedestrian/bikeway.

POLICY 2.3.7: That the Las Vegas Redevelopment Plan continue to be used as a means of promoting the development of commercial areas near the Downtown, as identified within the Redevelopment Area, in order to optimize the vitality of these areas, and to support the role of the Downtown as the regional center for finance, business, and governmental services, entertainment and recreation, while retaining gaming and tourism.

POLICY 2.3.8: That the Las Vegas Technology Park continue to provide opportunities for high technology and medical-related research and industry for the western part of Las Vegas.

POLICY 2.3.9: That the Spectrum Business Park continue to provide opportunities for light industrial and office activities supporting eastern Las Vegas.

POLICY 2.3.10: That the Town Center Plan provide such direction for the area in the vicinity of the US 95 / Beltway intersection.

OBJECTIVE 2.4: To ensure that the quality of existing residential neighborhoods within the City of Las Vegas is maintained and enhanced.

POLICY 2.4.1: That the City aggressively promote, on an opportunity basis, the acquisition and development of land for parks in central city locations.

POLICY 2.4.2: That the City continue to improve the level of maintenance of existing park areas within the city.

POLICY 2.4.3: That the City facilitate the removal of graffiti and waste materials left on public or private property and work with owners of neglected property to improve the overall appearance of older neighborhoods across the city.

POLICY 2.4.4: That crime prevention and public safety be the primary priority for the city's neighborhoods, and that this priority be reflected in design and lighting of public spaces and in neighborhood design, using established CPTED (Crime Prevention Through Environmental Design) principles, providing that this approach does not contradict other important planning and design principles.

POLICY 2.4.5: That the City work with neighborhood and homeowners' associations to learn about local concerns as they arise and respond to these concerns in a comprehensive and timely manner.

POLICY 2.4.6: That the City assist local residents in mature neighborhoods in developing self-help techniques to protect and preserve the integrity of their neighborhoods, and neighborhood associations and assist in the development of special improvement programs offering lower cost loans or other discounts for neighborhood restoration projects.

POLICY 2.4.7: That the City maintain and renovate its public infrastructure within existing residential neighborhoods as needed.

POLICY 2.4.8: That the City improve the quality and appearance of signage through review, amendment and consistent application of its Sign Code.

OBJECTIVE 2.5: To broaden and improve the range and types of professional and technical education and training to serve the citizens of Las Vegas and the Las Vegas Valley.

POLICY 2.5.1: That the City cooperate with regional and private educational institutions to bring higher educational opportunities to the city.

POLICY 2.5.2: That the City cooperate with regional and private educational institutions to bring vocational and technical training to the city.

OBJECTIVE 2.6: To improve the amount and quality of infill development on vacant and underutilized lands within established areas of the city.

POLICY 2.6.1 That the City investigate the development of an incentive program designed to encourage property owners to redevelop vacant or derelict sites within the Neighborhood Revitalization area.

POLICY 2.6.2 That the City take steps to encourage the development of two, three and four plex housing opportunities.

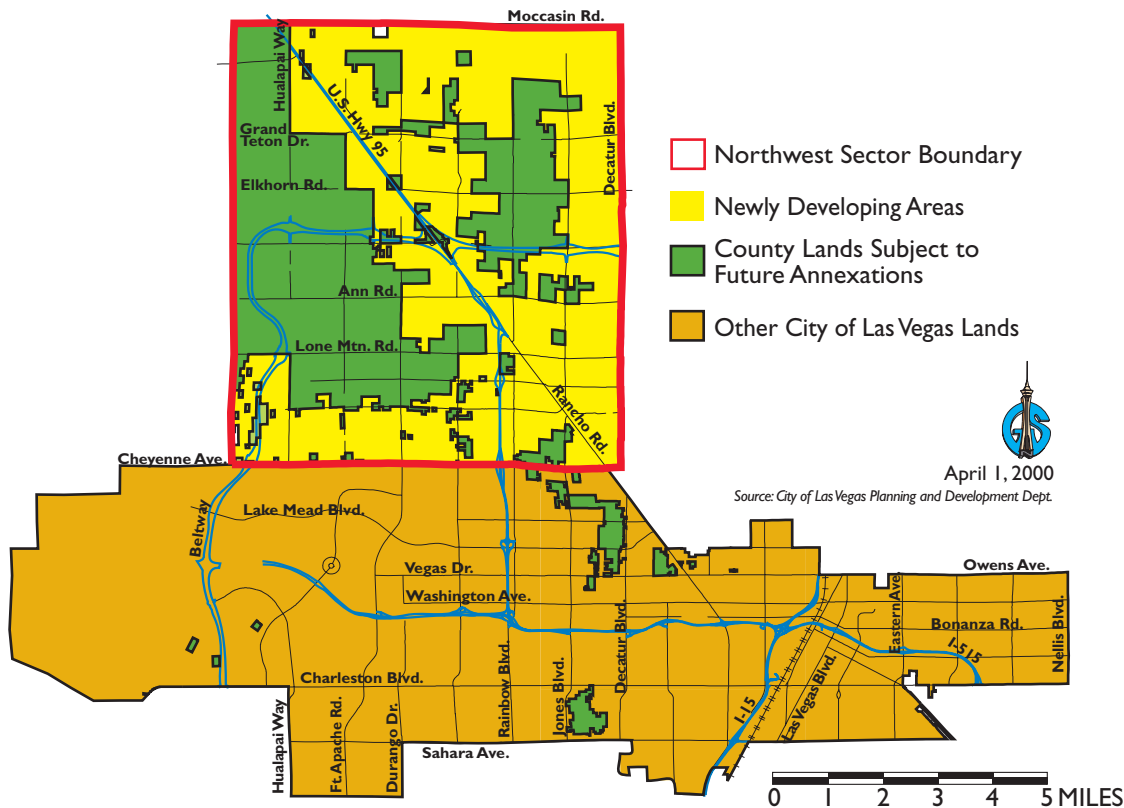
# NEWLY DEVELOPING AREAS

Strategies will be needed to provide direction for newly developing areas of the city, not just in terms of the control of land use issues such as density or use, but which will lend some direction towards the design and appearance of these areas and facilitate the creation of community.

The importance of creating neighborhoods that are walkable and sustainable and which foster a sense of community must be key elements of our newly developing areas. Just as important is the need to plan for an adequate infrastructure that goes beyond basics; neighborhood parks and trails to link them, picturesque streets lined with trees and a range of housing types and options are all elements which increase the humanity and comfort of new neighborhoods as places to live and work. Map 10 illustrates the area affected by the strategies of this section.

Map 10

## Newly Developing Areas



GOAL 3: Newly developing areas of the city will contain adequate educational facilities, and recreational and open space and be linked to major employment centers by mass transit, including buses, and by trails.

OBJECTIVE 3.1: To ensure that new residential subdivisions, with the exception of areas currently designated as rural preservation neighborhoods by Nevada statute, are developed into walkable communities, where reliance on auto trips for convenience shopping and access to education and recreation is minimized, and where development densities support transit.

POLICY 3.1.1: That residential developers be encouraged to provide traffic calming measures in new residential neighborhoods, and where appropriate, narrower local streets. Standards for narrower local streets shall provide adequate access for emergency vehicles and the disabled. Where possible, sidewalks should be separated from the curb by a landscaped amenity zone within the dedicated right-of-way, with a tree canopy along the sidewalk.

POLICY 3.1.2: That new residential neighborhoods emphasize pedestrian linkages within the neighborhood, ready access to transit routes, linkages to schools, integration of local service commercial activities within a neighborhood center that is within walking distance of homes in the neighborhood.

POLICY 3.1.3: That residential areas be within walking distance of a neighborhood park.

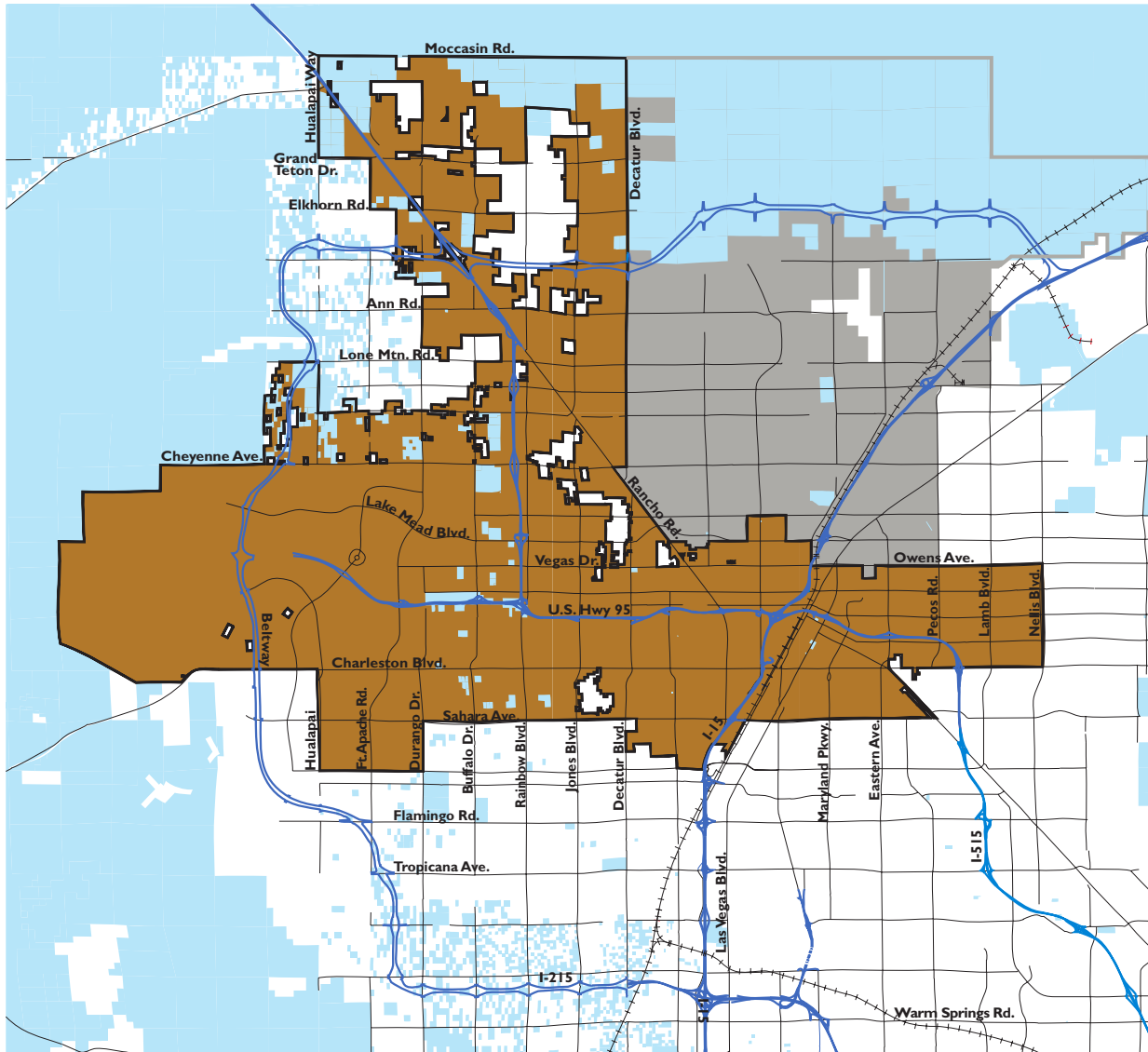
POLICY 3.1.4: That the City encourage developers to provide cluster homes and alternatives to front-drive garages, or garages which dominate the front building facade, and offer usable front porches or other seating areas that allow for interaction with passing neighbors and promote observation and defensible space.

POLICY 3.1.5: That urban hubs at the intersections of primary roads, containing a mix of high density residential, commercial and office uses, and containing pedestrian linkages, be supported.

OBJECTIVE 3.2: To ensure that rural preservation areas with distinctive rural residential character are preserved and buffered from surrounding higher density development, in accordance with the Nevada Revised Statutes.

POLICY 3.2.1: That "rural preservation neighborhoods", as defined by the State of Nevada, be afforded the required transitional buffer where such portions of the required buffer area fall within the City of Las Vegas and are lands that are currently vacant.

# Bureau of Land Management Available Lands



- Current City of Las Vegas Lands
- Bureau of Land Management Lands
- Unincorporated Clark County Lands
- Current City of North Las Vegas Lands

0 1 2 3 4 5 MILES

Compiled by: City of Las Vegas Planning and Development Dept.



April 1, 2000

Newly Developing Areas

POLICY 3.2.2: That land within such rural preservation neighborhoods located within portions of Clark County located north of Cheyenne Avenue and west of Decatur Boulevard be annexed to the City of Las Vegas in order to provide them with urban municipal services. Any additional tax costs that would be borne by these property owners as a result of such annexation would be phased into effect over several years.

POLICY 3.2.3: That the City develop rural street and lighting standards for areas within the city which are to remain rural in character in the long term.

POLICY 3.2.4: That the City revisit its policies regarding rural preservation legislation at such time as the applicable state statute expires.

POLICY 3.2.5: That the Northwest Sector Plan be amended to reflect the outcome of a more detailed review of rural preservation issues and to offer a set of recommendations regarding the City's mandated role to protect rural preservation neighborhoods

OBJECTIVE 3.3: To ensure that there is a diverse choice of affordable housing types and costs that meets the present and future needs of the city's population, provides more opportunities for home ownership, and affords residents a greater opportunity to reside in the housing of their choice.

POLICY 3.3.1: That the City advocate for and participate in state and federal housing programs that are intended to provide for increased levels of home ownership.

POLICY 3.3.2: That the City leverage funds, obtain private sector assistance and funding commitments to broaden the range of housing options.

POLICY 3.3.3: That affordable housing, including quality mobile home parks, be encouraged, and that incentives be considered for projects containing affordable, owner-occupied housing.

POLICY 3.3.4: That the City pursues a fair housing policy that discourages discrimination, avoids concentrating low-income housing, and encourages a wider range of housing types.

POLICY 3.3.5: That seniors' and assisted living housing be encouraged to develop, to meet the needs of community residents who wish to age in place in their neighborhoods.

POLICY 3.3.6: That the Housing Element incorporate proposals which ensure a diverse choice of affordable housing types and costs to meet present and future needs.

OBJECTIVE 3.4: To ensure that adequate portions of the lands released for urban development by the Bureau of Land Management (BLM) are developed for recreational and educational public facilities, transit facilities and fire stations, that will benefit the city (Map 11).



POLICY 3.4.1: That a minimum of 30 percent of available BLM lands be planned for recreational and parks uses within the northwest sector of the city, in the general vicinity of the intersection of Kyle Canyon Road and US 95.

POLICY 3.4.2: That detailed plans for recreation, parks and other uses be set forth in a special area plan for the Kyle Canyon area. Any future Kyle Canyon special area plan shall include policies to ensure that an acceptable percentage of the residential and commercial portions of Town Center is developed before residential, commercial and industrial development is allowed in Kyle Canyon. The growth planned for the Kyle Canyon area should not be in direct competition with any undeveloped portions of Town Center, and direct competition with Downtown growth should also be considered.

POLICY 3.4.3: That a minimum of 20 percent of available BLM lands within the Kyle Canyon area be made available for the development of a high technology business park, research and higher education, within the northwest sector of the city.

POLICY 3.4.4: That, only after the other policies of this section have been achieved, and the City has communicated its lands requirements to the Bureau of Land Management, that the City make available the remaining surplus BLM lands in the northwest sector of the city for master planned communities, which includes affordable housing.

OBJECTIVE 3.5: To enhance the visual quality of new development within the city.

POLICY 3.5.1: That the City strengthen and enhance its urban design standards to improve site landscaping and building design for new development.

POLICY 3.5.2: That the City work with the developers of master planned communities to ensure that the standards for these communities meet or exceed those for citywide development.

POLICY 3.5.3: That, where possible, development be designed and oriented to ensure that view sheds of the mountain ranges surrounding the Las Vegas Valley are preserved, possibly through the development of a foothills ordinance or a set of specific urban design guidelines.

POLICY 3.5.4: That the City improve the quality and appearance of signage through review, amendment and consistent application of its Sign Code.

POLICY 3.5.5: That the City sponsor/support educational programs in conjunction with other local agencies regarding the use of desert landscaping.

POLICY 3.5.6 That the City encourage the use of desert landscaping for all new development and redevelopment where practicable.

POLICY 3.5.7 That the City encourage landscaping which uses plants that produce minimal levels of pollen and which are non-allergenic.

OBJECTIVE 3.6: To ensure that adequate amounts of park space and trail systems are designated and developed to meet or exceed national standards and standards established in the Master Plan Parks Element.

POLICY 3.6.1: That the City establish a parks system based on systematic parks classifications, park size requirements and service area standards.

POLICY 3.6.2: That new developments pay their fair share of park land acquisition and development costs to ensure that national and local standards are met for such new development.

POLICY 3.6.3: That the City obtain lands for parks in developed portions of the city where established park standards are not being met.

POLICY 3.6.4: That lands acquired for parks purposes be obtained in proactive ways, including land purchase through bond issues and land exchanges.

POLICY 3.6.5: That the City maintain high standards with respect to the maintenance and operation of existing parks.

POLICY 3.6.6: That the City encourage the joint development of park space in conjunction with school sites, under the Open Schools/Open Doors agreement.

POLICY 3.6.7: That the City encourage the development of parks that link with and take advantage of trail and pedestrian/bike traffic plans.

POLICY 3.6.8: That the City coordinate the planning, development and construction of a Valley-wide trail system with other Las Vegas Valley entities.

OBJECTIVE 3.7: To ensure that educational opportunities for the growing population and workforce in the newly developing areas of the city are developed.

POLICY 3.7.1: That the City cooperate with regional and private educational institutions to bring education providers, as well as other higher educational opportunities, and vocational and technical training, to these outlying areas.

# ECONOMIC DIVERSITY

The driving force of the economy of Las Vegas is obviously gaming and tourism. These are vital economic sectors, which have created worldwide recognition for the city and have fostered the tremendous and unparalleled growth experienced by the city over the last two decades. While it is expected that these economic sectors will continue to dominate and drive the local economy in the future, it is essential to plan for the diversification of the economic base.

The City of Las Vegas should promote policies, which support the retention of small businesses and the development of local enterprises. The opportunities to support a growing local film industry and to encourage growth of high technology firms associated with the full range of computer industry activities, such as software development, internet service providers and other support technologies, should be maximized.

*Broadening the city's economy, strongly based on gaming and tourism, is a key Master Plan 2020 goal. (Las Vegas Boulevard heading south; 1999)*



GOAL 4: The economy of the City of Las Vegas, while continuing to be strongly based on the gaming and tourism industries, will broaden to include other business sectors that can take advantage of the locational, climatic and work force advantages offered by Las Vegas.

OBJECTIVE 4.1: To improve the economic resource base within the City by diversifying the range of business opportunities.

POLICY 4.1.1: That the City assist in the development of a local film industry, facilitate locational film work and provide opportunities for support services to the film industry.

POLICY 4.1.2: That the City assist local high technology industries, in particular the emerging e-commerce companies, software applications businesses and medical technologies to expand.

POLICY 4.1.3: That the City support telecommuting as a means of reducing home-to-work trips and work with those agencies responsible for upgrading electronic infrastructure, such as telephone and cable systems, to support this trend.

POLICY 4.1.4: That the City support development of a high technology business park in the northwest sector of the city.

POLICY 4.1.5: That the City support the development of small business incubators, micro-revolving loan programs and other incentives.

POLICY 4.1.6: That the greater Downtown, including West Las Vegas, be recognized as an area of special emphasis and priority with regard to economic development opportunities.

POLICY 4.1.7: That the City continue to promote the Medical District as an area for the development of health care services and related functions as well as related residential facilities, such as nursing homes, assisted living facilities and central housing for health care employees. The City supports the development of additional health care facilities to meet city-wide demand.

POLICY 4.1.8: That the City enhance job training in anticipation of diversifying economic needs and encourage recruitment and referrals in all segments of the citizenry to ensure equal access to employment opportunities.

POLICY 4.1.9: That the City continue to encourage and promote a business retention strategy with regard to the businesses which currently operate within the City of Las Vegas.

POLICY 4.1.10: That the City ensure that there is an official City presence at local conventions and trade shows.

POLICY 4.1.11: That the City encourage the development of variety of higher educational opportunities to attract a wider range of employers to Las Vegas.

# CULTURAL ENHANCEMENT

One of the hallmarks of any world-class city is the extent of its opportunities for cultural expression. If Las Vegas aspires to such a category, it will have to expand its cultural role.

*This village street fair at the Summerlin Library and Performing Arts Center is an example of the venues promoted in the Master Plan 2020; shown here in 1998.*





GOAL 5: A full range of cultural enrichment opportunities is available to all citizens of Las Vegas.

OBJECTIVE 5.1: To provide more cultural enrichment opportunities for all citizens of Las Vegas.

POLICY 5.1.1: That the City assist in the development of a performing arts center to establish Las Vegas as a world class art center, given the available professional and local talent.

POLICY 5.1.2: That the City work with private interests and with other levels of government to develop museums.

POLICY 5.1.3: That existing programs which offer dance, ballet, symphony and other forms of artistic expression be encouraged to continue and to grow.

POLICY 5.1.4: That the City actively work with private and public interests to develop additional venues suitable for artistic expressions.

POLICY 5.1.5: That the City support the placement of, and establish and follow a policy to set aside funds for, art in public places.

OBJECTIVE 5.2: To promote cultural awareness and pride within the city.

POLICY 5.2.1: That the City assist with efforts to publicize artistic and cultural activities and events within the city and the City will provide public forums for these cultural activities and events, and where appropriate, in cooperation with entities such as the University of Nevada, Las Vegas, the Clark County Library District, and local arts groups.

OBJECTIVE 5.3: To support and encourage the creativity and innovation of our citizens.

POLICY 5.3.1: That the City support and assist in the development of new programs which provide incentives for the development and expansion of arts and cultural activities, particularly those which demonstrate an identifiable local context.

OBJECTIVE 5.4: To support and encourage civic pride and corporate responsibility through the use of public/private partnerships in the development of facilities and programs for public art and culture.

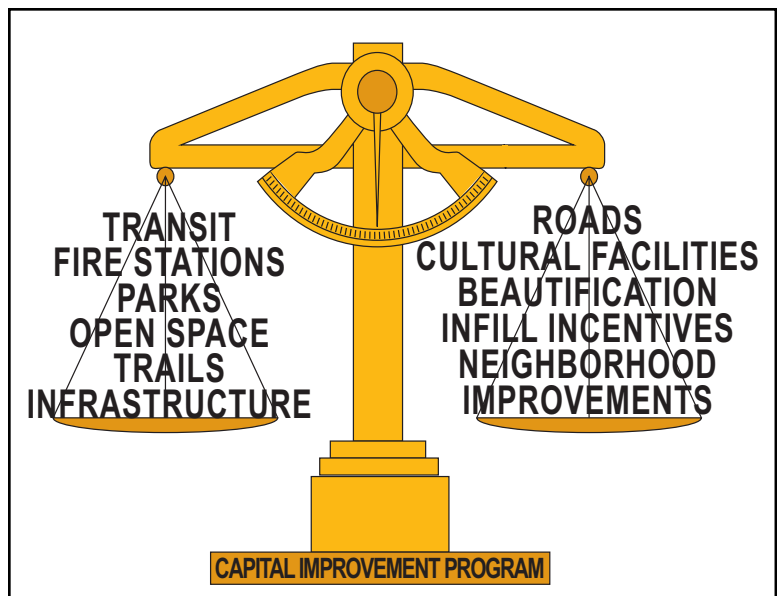
POLICY 5.4.1: That the City actively seek corporate involvement in the planning and development of venues for public art, the availability of land for arts and cultural activities, and the development of programming of displays and performances for these venues.



# FISCAL MANAGEMENT

It is critically important that the expenditure of public funds on local infrastructure improvements and public buildings and facilities be closely coordinated with the scheduling of planned growth throughout the city. There is a need for the City to formulate mechanisms for its departments to coordinate the capital improvements and operating and maintenance expenditures within their individual budgets with the overall long range planning as contained in the Master Plan.

*Linking long range planning with the city's capital improvement program balances competing expenditures and coordinates scheduling to provide cost efficient public improvements.*



GOAL 6: The City of Las Vegas will link capital improvement programming and maintenance and operations programming with long range planning.

OBJECTIVE 6.1: To ensure that capital and operating expenditures are planned and scheduled in accordance with long range planning commitments.

POLICY 6.1.1: That the City monitor and coordinate capital improvement and operating/maintenance expenditures with long range planning.

POLICY 6.1.2: That the City develop and maintain an approach to fiscal management that focuses on long term life cycle solutions.

POLICY 6.1.3: That additions of expenditure items to the annual budget be approved only with the deletion of items of corresponding value from the list of prioritized expenditures.

POLICY 6.1.4: That the City establish and follow a policy to set aside funds for public art and architecture.

POLICY 6.1.5: That the City repair and maintain its infrastructure in older areas at a pace which optimizes costs and benefits.

POLICY 6.1.6: That the City, where possible use public/private partnerships to pay for public capital improvements.

*Road construction projects must be scheduled to meet long range planning goals. (Charleston Blvd. heading east; 1997.)*



# REGIONAL COORDINATION

Given the geography of the Las Vegas Valley and the physical interrelationships of the various municipal and regulatory entities within the area, it is of paramount importance that these entities work together to resolve certain issues that are regional in nature. In particular, concerns with air and water quality, education, transportation and transit issues, parks and trails, affordable housing, water usage and other utility services, flood control, homeless issues, and concerns with public safety need to be addressed in a comprehensive fashion.

This work should also provide a valuable basis for the work that will be done by the Southern Nevada Regional Planning Coalition in the preparation of a regional plan for the Las Vegas Valley, and is the subject of more detailed policy under the Conservation Element and the Public Safety Element of the Master Plan.

*City department and local agency representatives at final Technical Committee meeting, May 15, 2000.*



GOAL 7: Issues of regional significance, requiring the City of Las Vegas to coordinate with other government entities and agencies within the Valley, will be addressed in a timely fashion.

OBJECTIVE 7.1: To ensure that the natural resources of the City, particularly those that directly support an enhanced quality of life for its residents, are protected.

POLICY 7.1.1: That air quality throughout the City be improved through the reduction of carbon monoxide from automotive emissions and through the reduction of dust particulates.

POLICY 7.1.2: That the amount of airborne particulate matter caused by land clearing and construction be reduced through adequate dust containment practices, and in areas of new construction, by reducing the amount of land on which the native overburden has been disturbed or removed to that immediately required for development.

POLICY 7.1.3: That the City work with the Las Vegas Valley Water District to ensure that the quality of the city's drinking water remains high, while maintaining an adequate water supply at reasonable cost.

POLICY 7.1.4: That the City support initiatives for the recycling of gray water for non-potable uses and support efforts to maximize water reclamation and aquifer recharge efforts by both the public and private sectors, where such efforts are not likely to result in excessively high groundwater tables. The City shall support the protection of ground water by limiting the locations of potential pollution sources from areas of ground water recharge and pumping.

POLICY 7.1.5: That the City take the necessary steps to monitor and evaluate the quality of stormwater discharge, and ensure measures are taken to improve the quality where appropriate.

POLICY 7.1.6: That the City coordinate with utility companies and other involved agencies to plan routes and locations for future utilities and to upgrade infrastructure in older areas.

POLICY 7.1.7: That land within such rural preservation neighborhoods located within portions of Clark County located north of Cheyenne Avenue and west of Decatur Boulevard be annexed to the City of Las Vegas in order to provide them with urban municipal services. Any additional tax costs that would be borne by these property owners as a result of such annexation would be phased into effect over several years.

POLICY 7.1.8: That the City encourage water conservation.

POLICY 7.1.9: That the City coordinate the planning, development and construction of a Valley-wide trail system with other Las Vegas Valley entities.

OBJECTIVE 7.2: To ensure that arroyos, washes and watercourses throughout the City are integrated with urban development in a manner that protects the integrity of the watershed and minimizes erosion.

POLICY 7.2.1: That the City work with the Clark County Regional Flood Control District and the local development industry to integrate natural stream channels and drainage courses into urban development in as natural a state as possible.

POLICY 7.2.2: That since arroyos, washes and watercourses in their natural state represent visual and possibly recreational amenities for adjacent neighborhoods, that such areas not be rechanneled or replaced with concrete structures except where required for bank stability or public safety.

POLICY 7.2.3: That the areas along the edges of hard-lined flood control facilities and along natural drainage courses be utilized as areas for public trails and walkways, with landscaping and other features which enhance the appearance of these areas.

POLICY 7.2.4: That the City ensure that development is designed to include measures to mitigate the impact of periodic flooding on those structures.

OBJECTIVE 7.3: To ensure that public safety problems are fully and adequately identified and that long term solutions are identified and implemented by the respective local government departments and agencies vested with those responsibilities.

POLICY 7.3.1: That the Las Vegas Metropolitan Police Department uphold its mandate in cooperation with the government of Clark County and the City.

POLICY 7.3.2: That the City continue to provide efficient and cost effective services and facilities for fire prevention, fire suppression, hazardous material control and emergency medical care for the City of Las Vegas and assist Clark County as deemed appropriate in the provision of these services for County islands and County areas north of Cheyenne Avenue and west of Decatur Boulevard.

POLICY 7.3.3: That the City participate with local governments within the Las Vegas Valley, and with other levels of government, to research, monitor and assess the effect on public safety and property that may arise from geologic hazards such as seismic activity, from land subsidence and related groundwater usage practices, and from poor soil conditions such as collapsible and expansive soils.

POLICY 7.3.4: That the City establish and enforce maximum acceptable levels for noise within residential and public areas in conjunction with state and local agencies.

POLICY 7.3.5: That the City work with the Clark County Regional Transportation Commission, the Nevada Department of Transportation and local governments in the Las Vegas Valley to ensure that the roadway network is planned and developed to meet the needs of the anticipated population growth in the Valley, and provides for multi-modal transportation opportunities.

POLICY 7.3.6: That the City, in conjunction with the Clark County Regional Transportation Commission and local governments in the Las Vegas Valley, work to achieve a shift towards greater reliance on mass transit for home-to-work trips and to make transit usage a more attractive daily travel alternative. In particular, that the affected parties pursue options for a fixed guideway system where appropriate.

POLICY 7.3.7: That the City work together with the Clark County Regional Transportation Commission to identify the amount and location of lands required to address transit needs, and to acquire such lands from the federal Bureau of Land Management where appropriate.

POLICY 7.3.8: That the City coordinate with the appropriate entities to ensure that any contaminants from federal facilities, such as the Nevada Test Site and Yucca Mountain, do not flow into the Valley water supply as a result of seismic activities or other forces of nature. The City will ensure that wastes of all types are disposed of in an appropriate manner.

OBJECTIVE 7.4: To identify, protect and preserve archeological resources and areas with unique or sensitive geologic features that exist within the city boundaries, and to integrate them with new urban development that extends into archeologically sensitive areas.

POLICY 7.4.1: That as new development occurs on the urban fringe, particularly in areas with natural rock outcroppings, the City ensure that an inventory is made of any archeological resources, such as petroglyphs, within the boundaries of the proposed development.



POLICY 7.4.2: That efforts be made to preserve any significant archeological resources that may be discovered. If possible, that such protection or preservation integrates the resource into the context of the community, such as in a park or open space.

POLICY 7.4.3: That the City protect and preserve desert flora and fauna to the extent practicable.

POLICY 7.4.4: That the City work with Clark County and environmental organizations to preserve viable desert habitat.

OBJECTIVE 7.5: To ensure that educational opportunities are fully developed to meet the needs of the city's expanding population.

POLICY 7.5.1: That the City cooperate with the Clark County School District and other public and private institutions to provide appropriate education, including technical, vocational and other training opportunities for local residents.

OBJECTIVE 7.6: To ensure that joint use of public facilities is pursued to provide efficient and cost effective services and facilities.

POLICY 7.6.1: That the City coordinate with other public agencies in the Las Vegas Valley to pursue the design and construction of public facilities to have multiple uses.

# IMPLICATIONS

The land use policies contained within this Master Plan are intended to result in a pattern of growth which will make efficient use of resources and infrastructure, while providing for an exciting and vibrant urban fabric. The Master Plan calls for a redeveloped Downtown with a significant housing component capable of supporting an emerging retail and service commercial sector.

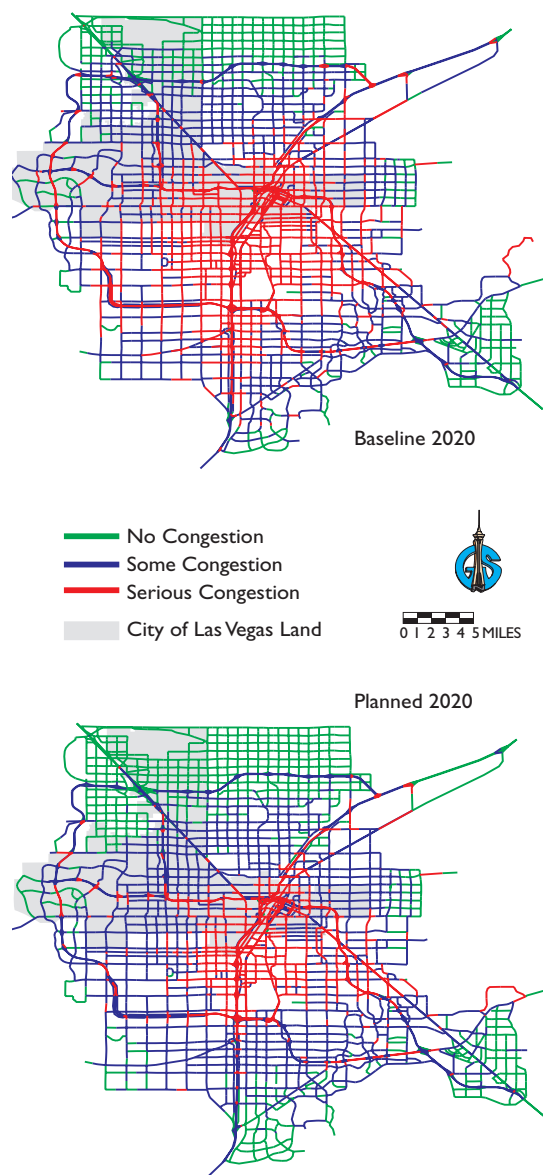
The Master Plan also foresees rejuvenated mature neighborhoods around the Downtown, with well-designed mixed-use projects replacing outmoded commercial centers. Finally, the Master Plan envisions new residential growth in the northwest part of the city, particularly around the Town Center area, with supporting employment nodes at intersections along the Beltway and in the Kyle Canyon area.

The obvious question to be answered is how these policies may affect the pattern of growth in Las Vegas when compared with the way in which growth is likely to occur without any policy intervention; that is, if current trends and policies remain in effect over the long term.

As part of the Plan preparation exercise, transportation and land use analyses using GIS methods were conducted to determine the potential outcomes of successful policy implementation. One outcome of the transportation modeling which compared a Baseline 2020 strategy with a Master Plan 2020 strategy (Map 12) was that congestion was significantly reduced within the city, despite the fact that the city absorbed a greater percentage of Valley-wide growth, in absolute terms, than it did under the Baseline strategy.

Congestion levels, where volume was projected to meet or exceed capacity in the Baseline 2020 scenario, extended from Washington Ave. on the north, to Nellis Blvd. on the east, to Warm Springs Rd. on the south and to Rainbow Blvd. on the west. This area of congestion includes much of the older portion of the City of Las Vegas. In the Master Plan 2020 scenario, this area of congestion was reduced to the area bounded by U.S. 95 on the north, Eastern Ave. on the east, Tropicana Blvd. on the south and Decatur Blvd. on the west, a substantially smaller portion of the city.

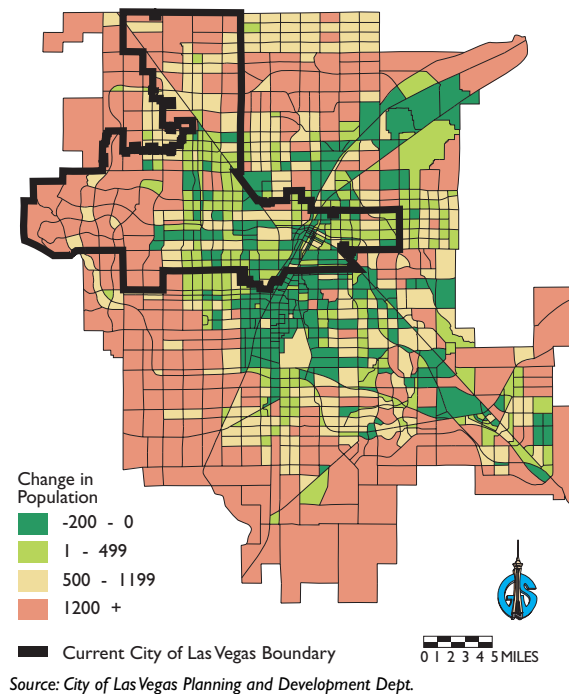
**Map 12**  
**Comparison of Baseline 2020 and**  
**Master Plan 2020 Roadway**  
**Volumes/Capacities**



Source: City of Las Vegas Planning and Development Dept.

### Map 13

#### Baseline Valley Population Growth - 2000 to 2020

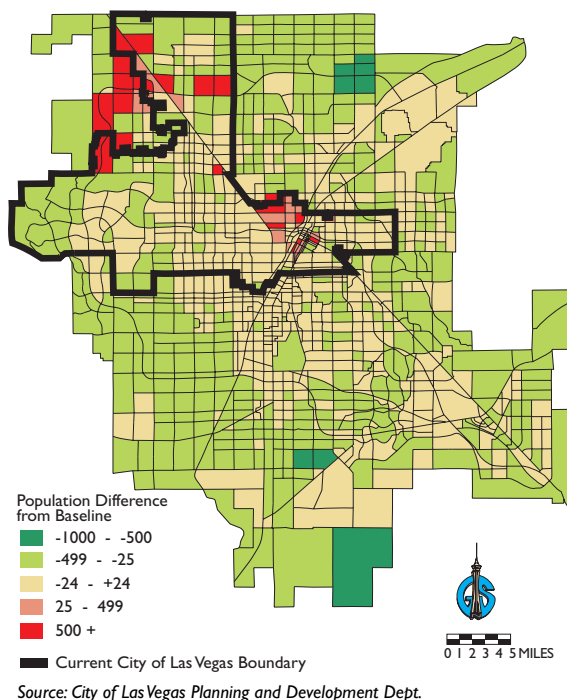


This potential improvement can be attributed to the policy support for development of both housing and jobs within the Downtown core, and for the development of employment nodes along the Beltway and in the Northwest Sector. The implementation of these measures would have a significant impact on lengthy home-to-work trips that are generated by a suburban housing component traveling primarily to central Valley locations for employment.

Map 13 shows population growth across the Valley by traffic analysis zone, and shows how, by 2020, substantial increases in growth are anticipated in peripheral areas of the Valley, with central city declines for Las Vegas. Map 14 illustrates the shift in future land use that could result from the successful implementation of composite strategies in the Master Plan. Map 14 shows the *difference* between total population projected in 2020 without policy intervention and total population in 2020 with successful policy implementation. For example, the areas that show negative values represent a decrease in the total share of population growth; they will continue to grow, only at a somewhat slower rate as a result of new planning policies.

### Map 14

#### Comparison of Baseline 2020 and Master Plan 2020 Population Projections



The economic, social and environmental benefits of such a paradigm shift in local development trends cannot be understated. The shift from a declining, underutilized Downtown, to a Downtown which could support more housing and more employment, would lead to shorter home-to-work trips and major health benefits for local residents.

The city's tax base would improve from retaining jobs within the city, instead of allowing those jobs to migrate southward into the county. The redevelopment and strengthening of areas which already have existing infrastructure and services available is certainly more efficient than only developing new areas, where the costs of extending infrastructure systems must be, in part, borne by tax revenue generated in the older areas of the city.

The decision to refocus at least some of the development priorities of the city to the Downtown and older city areas will pay big dividends in the long term, as reinvestment in the city's core will help to revitalize the city financially, as well as from social and planning perspectives. The modeling results indicate that it is probable that the overall quality of life in 2020 in Las Vegas under the baseline projection would be worse than it is today, while the Master Plan composite strategy, in 2020, would offer a better quality of life.

# LAND USE CLASSIFICATIONS

Phase I of the Las Vegas 2020 Master Plan does not call for any basic parcel-specific land use changes and will continue the land use categories as contained in the 1992 General Plan. Phase II of the Master Plan revision process will include a reassessment of the type of land use categories applied through the Master Plan. This is discussed in detail in the next chapter of the Plan.

The 1992 General Plan, as amended, contains seventeen land use classifications, which were used to regulate the type of land use activities divided according to density or intensity of use. These classifications are as follows:

## DESERT RURAL DENSITY RESIDENTIAL (DR)

(0 - 2 du/gross acre). The Desert Rural Density Residential category allows a maximum of 2 dwelling units per gross acre. The predominant residential lifestyle is single family homes on large lots, many including equestrian facilities. This is a generally rural environment that permits greater privacy and some non-commercial raising of domestic animals. It is expected that in the Desert Rural Density Residential category there generally would be no need for common facilities such as recreation, with the exception of maintaining an existing water system. (The primary application of this category is in the Northwest Sector.)

## RURAL DENSITY RESIDENTIAL (R)

(2.1 - 3.5 du/gross acre). The Rural Density Residential category allows a maximum of 3.5 dwelling units per gross acre. This is a rural or semi-rural environment with a lifestyle much like that of the Desert Rural, but with a smaller allowable lot size. (The primary application of this category is in portions of the Northwest Sector, and in the northeast and southeast portions of the Southwest Sector.)

## **LOW DENSITY RESIDENTIAL (L)**

(3.5 - 5.5 du/gross acre). The Low Density Residential category allows a maximum of 5.5 dwelling units per gross acre. This category permits single family detached homes, mobile homes on individual lots, gardening, home occupations, and family child care facilities. Local supporting uses such as parks, other recreation facilities, schools and churches are allowed in this category. (The primary application of this category is in the Southwest and Southeast Sectors.)

## **MEDIUM LOW DENSITY RESIDENTIAL (ML)**

(5.6 - 8 du/gross acre). The Medium Low Density Residential category permits a maximum of 8 dwelling units per gross acre. This density range permits: single family detached homes, including compact lots and zero lot lines; mobile home parks and two-family dwellings. Local supporting uses such as parks, other recreation facilities, schools and churches are allowed in this category. (The Medium Low Density category is found in all sectors, but predominates in the Southwest Sector, and in the Southeast Sector as infill.)

## **MEDIUM LOW ATTACHED DENSITY RESIDENTIAL (MLA)**

(8.1 - 12 du/gross acre). The Medium Low Attached Density Residential category permits a maximum of 12 dwelling units per gross acre. This category includes a variety of multi-family units such as plexes, townhouses, condominiums, and low density apartments. This category is an appropriate use for the residential portion of a Village Center or Town Center Area. It is also an appropriate transitional use.

## **MEDIUM DENSITY RESIDENTIAL (M)**

(12.1 - 25 du/gross acre). The Medium Density Residential category permits a maximum of 25 dwelling units per gross acre. This category includes a variety of multi-family units such as plexes, townhouses, and low density apartments. (The Medium Density category is found in all sectors, but predominates in the Southwest and Southeast Sectors, with a large concentration along the “west leg” of the Oran K. Gragson Highway [US 95].)

## **HIGH DENSITY RESIDENTIAL (H)**

(Greater than 25 du/gross acre). The High Density Residential category permits greater than 25 dwelling units per gross acre, with the exception of high rise apartments, which has no specific limit. (The High Density category is generally found as low rise apartments in the “Downtown Area” and other areas of relatively intensive urban development in the Southeast Sector.)

## **PLANNED COMMUNITY DEVELOPMENT (PCD)**

(2 - 8 du/gross acre) The Planned Community Development category allows for a mix of residential uses that maintain an average overall density ranging from two to eight dwelling units per gross acre, depending upon compatibility with adjacent uses (e.g. a density of two units per acre will be required when adjacent to DR designated property). In addition, commercial, public facilities and office projects may be used as buffers (depending upon compatibility issues) within the PCD.

Projects in undeveloped areas that are greater than eighty acres in size require a master plan (PD zoning). Projects less than eighty acres in size are not allowed within the PCD; however, infill projects may receive a waiver from this requirement.

Residential streets shall be designed to discourage through traffic, provide maximum privacy, and avoid the appearance of lot conformity. In order to protect existing lifestyles, adjacency standards and conditions may be required for new development.

## **TOWN CENTER (TC)**

The Town Center category is intended to be the principal employment center for the Northwest and is a mixed-use development category. As compatibility allows, a mix of uses can include: mall facilities, shopping centers and other retail facilities; high density residential uses; planned business, office and industrial parks; and recreational uses.

The complex nature of the Town Center Area requires the development of a special plan. (Some of the same land use designations will be used, but will utilize the TC suffix to denote that different criteria will be used for project approval.)

## **OFFICE (O)**

The Office category provides for small lot office conversions as a transition, along primary and secondary streets, from residential and commercial uses, and for large planned office areas. Permitted uses include business, professional and financial offices as well as offices for individuals, civic, social, fraternal and other non-profit organizations.

## **SERVICE COMMERCIAL (SC)**

The Service Commercial category allows low to medium intensity retail, office or other commercial uses that serve primarily local area patrons, and that do not include more intense general commercial characteristics. Examples include neighborhood shopping centers and areas, theaters, bowling alleys and other places of public assembly and public and semi-public uses. This category also includes offices either singly or grouped as office centers with professional and business services.



## GENERAL COMMERCIAL (GC)

General Commercial allows retail, service, wholesale office and other general business uses of a more intense commercial character. These uses commonly include outdoor storage or display of products or parts, noise, lighting or other characteristics not generally considered compatible with adjoining residential areas without significant transition. Examples include new and used car sales, recreational vehicle and boat sales, car body and engine repair shops, mortuaries, and other highway uses such as hotels, motels, apartment hotels and similar uses. The General Commercial category allows Service Commercial uses.

## TOURIST COMMERCIAL (TC)

Tourist Commercial allows entertainment and visitor-oriented uses such as hotels, motels and casinos in addition to offices, light commercial resort complexes, recreation facilities, restaurants and recreational vehicle parks.

## LIGHT INDUSTRY/RESEARCH (LI/R)

This Light Industry/Research category allows areas appropriate for clean, low-intensity (non-polluting and non-nuisance) industrial uses, including light manufacturing, assembling and processing, warehousing and distribution, and research, development and testing laboratories. Typical supporting and ancillary general uses are also allowed.

## PARKS/RECREATION/OPEN SPACE (P)

This category allows large public parks and recreation areas such as public and private golf courses, trails and easements, drainage ways and detention basins, and any other large areas of permanent open land.

## **SCHOOLS (S)**

This category allows public and private elementary, junior and senior high schools, but not commercial or business schools.

## **PUBLIC FACILITIES (PF)**

This category allows large governmental building sites and complexes, police and fire facilities, non-commercial hospitals and rehabilitation sites, sewage treatment and storm water control facilities, and other uses considered public or semi-public such as libraries and public utility facilities.

# OVERLAYS

In addition to the policy direction provided through the land use classifications, there is a need to be able to identify areas of the city where special land use policies and principles apply. Examples of such policies include the state requirement to apply rural preservation standards for certain areas, and those policies which direct growth within urban hubs. The method of adding these policy directions in addition to the basic requirements of the land use classification, is through the use of overlays.

The overlays used in the Las Vegas 2020 Master Plan area as follows:

## RURAL PRESERVATION NEIGHBORHOODS

Rural preservation neighborhoods (RPNs) are lands identified through state statute, in which lands which:

- Contain ten or more contiguous lots within 330 feet of each other; and
- Are located more than 330 feet from a primary road; and
- Are developed at an average gross density of up to two units per acre.

State statute requires that a buffer area of 330 feet be established around identified RPNs, in which a transition of density between the RPN and the adjacent urban land uses must be established.

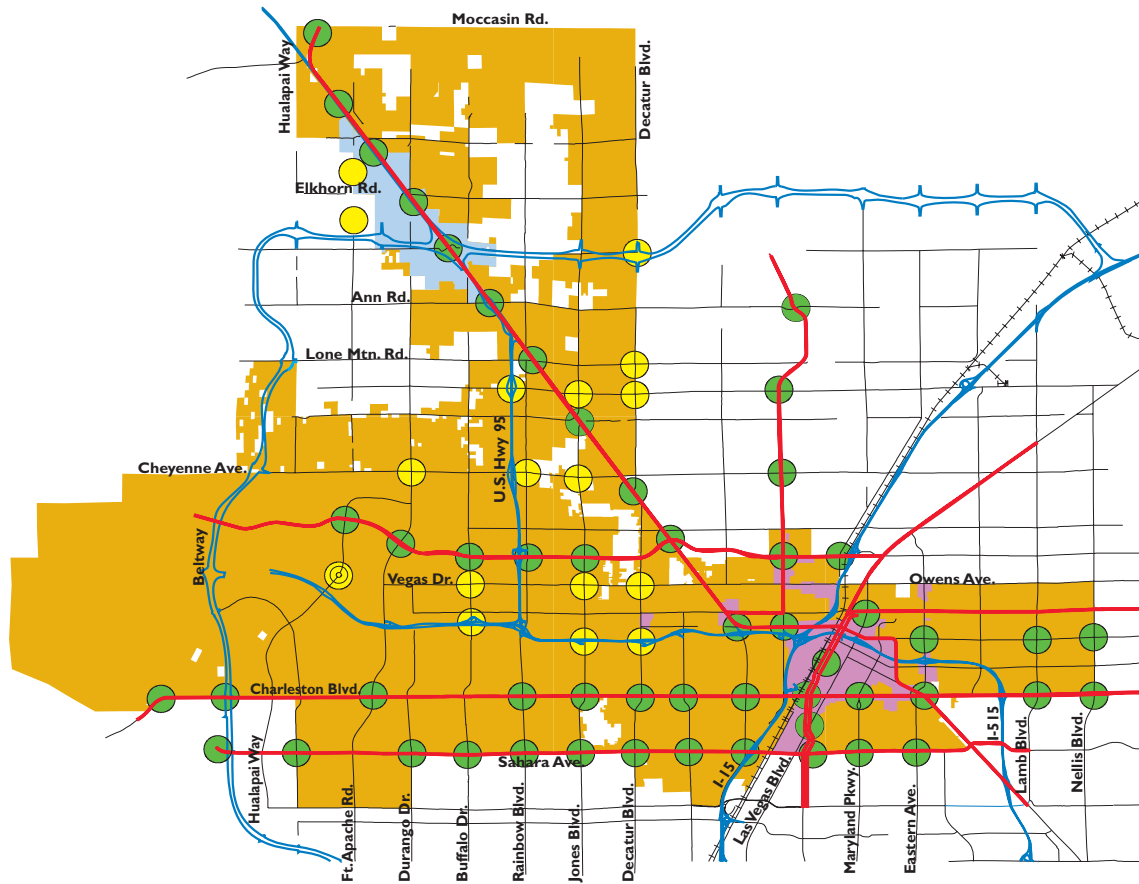
RPNs should be considered as an overlay that affects the range of activities allowed by the underlying land use classification. The RPN overlay is not static and will be modified in response to annexation approvals as they occur.

## MIXED USE URBAN HUBS

Urban hubs are areas which contain an enhanced level of activity, characterized by a mix of commercial and residential uses connected by pedestrian linkages, preferably within mixed-use structures, generally at the intersection of primary roads. These urban hubs are identified through an overlay on the land use map, which identifies these areas as having special requirements or restrictions in conjunction with the underlying land use classification (Map 15).

Map 15

## Potential Future Urban Hubs and Transit Routes



- City of Las Vegas
- Redevelopment Plan Area
- Town Center
- Potential Future Transit-Oriented Development
- Potential Future Mixed-Use Urban Hubs
- Future Primary Transit Routes

0 1 2 3 4 5 MILES

Source: City of Las Vegas Planning and Development Dept.



April 1, 2000

Within urban hubs, auto-oriented businesses are discouraged, and the location and design of buildings should stress the placement of the building near the street to form unique, walkable environments, with parking areas placed in the interior portions of the site. The design should also encourage and facilitate pedestrian activity through the urban hub area, using the integration of upper level housing over commercial, and connection to adjacent residential areas.

A major function of urban hubs relates to development along fixed guideway routes and other major transit corridors. These urban hubs are focal points for transit-oriented development.

A significant form of development to occur in urban hubs will be transit-oriented development (TOD). TOD is walkable, mixed-use development which occurs within a 1/4 mile radius of station locations along the proposed fixed guideway system. The TOD concept is applied as an overlay for the area affected by the initial guideway system route and stresses housing, service commercial, and office activities, preferably in a mixed-use context, within the overlay area.

Additional TOD areas would come on-line in conjunction with the phasing of extensions to the base system. These future phases include extension to the Strip, to McCarran Airport, to the Northwest, and westward along selected primary roads.

## GOLF COURSES

This overlay indicates that the predominant form of development is public or private golf courses. Driving ranges, clubhouses and related facilities are included in this classification. The intent is to identify golf courses separately from public open space, where people may have access without cost, or at nominal cost.

# IMPLEMENTATION METHODOLOGY

The implementation of the Las Vegas 2020 Master Plan should occur through the development and completion of a number of subsequent initiatives. This capstone document is to act as a broad set of overarching policies and is intended to have direct linkages with, and provide direction to, these subsequent initiatives. These other initiatives are listed below.

## REVISIONS TO LAND USE CLASSIFICATIONS AND LONG- TERM DESIGNATIONS

Preparation and approval of this “capstone” policy document represents the completion of Phase I of the Las Vegas 2020 Master Plan process. Phase II contains a number of initiatives, one of which is an examination of the current land use classification system and the land use map. The current approach is too highly detailed in some cases but not detailed enough in other cases. A different approach may be to replace some of these classifications. Amendments to parcel-specific land use designations will be proposed in accordance with these changes and pursuant to the adoption of the goals, objectives and policies in this Plan.

## ADJUSTMENTS TO ZONING AND SUBDIVISION ORDINANCES

The City’s Zoning and Subdivision Ordinances act as the tools which implement the broad policy sets contained in the Master Plan. It is logical to assume that the need may arise to amend these tools to adequately and accurately reflect the policy direction of the Master Plan. This may include the creation or modification of one or more zones or the alteration of minimum standard regulations within the Zoning Ordinance. In addition, it may be necessary over the life of the Master Plan to modify provisions within the Subdivision Ordinance.

## COMPLETION OF MASTER PLAN ELEMENTS

There are a number of specific elements which will be prepared in order to fully address issues which are listed in the state statutes, and which are the subject of policy references in the capstone portion of the Master Plan. A number of these elements were under preparation simultaneously with the Master Plan capstone document, including a Parks Element, a Trails Element, a Public Safety Element and a Housing Element.

A number of other areas should be addressed within separate elements, in order to implement the broad policy direction within the Master Plan. These future elements could include a Conservation Element (including a Regional Flood Control Plan), a Historic Properties Preservation Element, and a Transit and Transportation Element. An update should also be considered for the Master Plan of Streets and Highways.

## COMPLETION OF SPECIAL AREA LAND USE PLANS

There are precincts within the city which may require the development of special land use plans in order to address issues that are unique to a limited geographical area. In these cases, the general policy framework of the Master Plan is insufficient to provide the detailed policy set necessary to respond to such issues.

Currently, there is a special area plan in place for the Downtown, in the form of the Downtown Las Vegas Centennial Plan. A Downtown Neighborhood Plan is also under preparation as a neighborhood-driven initiative by the Downtown Central Development Committee (DCDC). There is also work underway on revisions to the West Las Vegas Plan. Already in place is a special area plan for the Medical District.



Additionally, a number of newly developing areas of the city, such as Summerlin, Peccole Ranch, the Lone Mountain area, and other areas are subject to special master plans or development agreements as planned communities. Special area plans may be needed to provide special policy direction for both redeveloping areas within the central portion of the city or in newly developing areas on the urban fringe.

In particular, special area plans may be required for the Kyle Canyon area of the Northwest Sector, and a plan may be prepared to address land use and design issues in the Rancho Drive corridor. Other planning initiatives which may require reexamination include the Las Vegas Redevelopment Plan and a future land use map for the Downtown area.

## **APPOINTMENT OF CAPITAL IMPROVEMENT PLANNING COORDINATOR**

One of the principal findings of the Master Plan is the need to link capital improvement programming and operating and maintenance budgets with long range planning as contained in the Master Plan. This is required to efficiently coordinate the planning and construction of infrastructure and the development of services in anticipation of new development, or in the future, of urban redevelopment.

To this end, the Master Plan suggests the need to have staff in place to provide a dedicated link between the Master Plan and the City departments and relevant agencies vested with developing this infrastructure and with providing these services.

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